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Part V
Regional cooperation for development

Section 22
Economic and Social Commission for Western Asia

(Programme 19 of the biennial programme plan for the period 2016-2017)***

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Overview

Table 22.1 **Financial resources**

(United States dollars)

Appropriation for 2014-2015	72 073 800
Technical adjustments (removal of non-recurrent requirements and biennial provision of posts)	(1 039 100)
New mandates and inter-component changes	21 200
Changes in line with General Assembly resolution 69/264 (further reductions)	(231 600)
Changes in line with General Assembly resolution 69/264 (efficiencies)	(591 500)
Total resource change	(1 841 000)
Proposal of the Secretary-General for 2016-2017[a]	70 232 800

[a] At 2014-2015 revised rates.

Table 22.2 **Post resources**

	Number	*Level*
Regular budget		
Approved for the biennium 2014-2015	260	1 USG, 2 D-2, 8 D-1, 25 P-5, 36 P-4, 29 P-3, 18 P-2/1, 1 FS, 3 NPO, 137 LL
New posts	3	1 P-3 for the Economic Development and Integration Division (subprogramme 3), 2 P-3 for the Administrative Services Division in programme support
Reclassifications	2	2 P-3 to 2 P-4 under Programme support
Redeployments	14	3 LL from Executive direction and management to programme support; 1 P-2, 1 LL from subprogramme 1 to subprogramme 3; 1 P-4 from subprogramme 2 to subprogramme 3; 1 LL from subprogramme 2 to subprogramme 7; 1 P-4 from subprogramme 2 to programme support; 1 P-4, 1 P-3 from subprogramme 4 to subprogramme 5; 1 P-4 from subprogramme 4 to programme support; 1 D-2, 1 LL from programme support to executive direction and management; 1 LL from programme support to subprogramme 7
Abolishment	(5)	1 P-3, 1 P-2 and 3 LL under programme support
Proposed for the biennium 2016-2017	258	1 USG, 2 D-2, 8 D-1, 25 P-5, 38 P-4, 29 P-3, 17 P-2/1, 1 FS, 3 NPO, 134 LL

Overall orientation

22.1 The overall orientation of the programme is to foster comprehensive, equitable, integrated and sustainable development through effective economic and social policies and enhanced cooperation among the member countries of the Economic and Social Commission for Western Asia (ESCWA)

Note: The following abbreviations are used in tables and charts: ASG, Assistant Secretary-General; LL, Local level; NPO, National Professional Officer; RB, regular budget; XB, extrabudgetary; USG, Under-Secretary-General.

and with other countries, giving special consideration to the least developed and conflict-stricken countries. ESCWA is responsible for the implementation of the programme.

22.2 Policy direction for the programme is provided in Economic and Social Council resolutions 1818 (LV) and 1985/69, establishing ESCWA and amending its terms of reference in order to underscore the social functions of the Commission. In addition, in its resolution 269 (XXIV), the Commission requested its Executive Secretary to increase coherence and synergy with other regional United Nations organizations and foster partnerships with them through the lead role of the Commission in the regional coordination mechanism.

22.3 More recently, the outcome document of the United Nations Conference on Sustainable Development, entitled "The future we want" (General Assembly resolution 66/288, annex), emphasized that "regional and subregional organizations, including the United Nations regional commissions and their subregional offices, have a significant role to play in promoting a balanced integration of the economic, social and environmental dimensions of sustainable development in their respective regions" (see para. 100).

22.4 Furthermore, in December 2012 the General Assembly adopted resolution 67/226 on the quadrennial comprehensive policy review of operational activities for development of the United Nations system. In the resolution, the Assembly recognized "the contribution of the regional commissions as well as interregional, regional and subregional cooperation to addressing development challenges related to the achievement of the internationally agreed development goals" (see para. 144). It also requested "the regional commissions to further develop their analytical capacities to support country-level development initiatives, at the request of the programme countries, and to support measures for more intensive inter-agency collaboration at the regional and subregional levels". It urged regional commissions "to prioritize sustainable development initiatives at the country level through, inter alia, more efficient and effective capacity-building, development and implementation of regional agreements and arrangements addressing the regional and subregional dimensions of national development goals and the exchange of information, best practices and lessons learned" (see para. 150).

22.5 As the regional arm of the United Nations, ESCWA will continue to foster economic integration at the subregional and regional levels, to promote the regional implementation of internationally agreed development goals, including the results of the ongoing discussion on the post-2015 development agenda, and to support regional sustainable development by addressing economic, social and environmental policy gaps in its member countries.

22.6 Since late 2010, the political landscape of the ESCWA region has experienced dramatic transformations. ESCWA will play a crucial and unique role in assisting member countries in addressing current policy weaknesses and enhancing their capacities to achieve equitable growth and development. ESCWA will provide a forum for member countries to discuss and share views on economic, social and sustainable development issues in the region.

22.7 The mandates resulting from the post-2015 development agenda will have a considerable impact on the work of ESCWA in the biennium 2016-2017.

22.8 To address regional and global priorities shaping up in the development agenda beyond 2015, ESCWA engaged in an extensive process of internal consultations for this proposed strategic framework to ensure that it will contribute to its four-year vision (2015-2019).

22.9 ESCWA will focus on equitable and sustainable development in the region. The programme comprises seven interdependent subprogrammes that focus on three strategic pillars serving as mainstays for work to be implemented in eight priority areas. The 2016-2017 strategic framework reflects the activities of ESCWA in a fully integrated manner.

22.10 The three strategic pillars are: inclusive development; regional integration; and good governance and resilience.

22.11 Through its work on inclusive development, ESCWA will focus on three priority areas: social justice; knowledge economy and employment; and sustainable natural resources.

22.12 In the area of social justice, ESCWA will promote development and poverty eradication strategies measured not only by growth in economic activity and income, but also by their ability to guarantee decent employment commensurate with the skills, capacity and aspirations of the population and equal access to, and benefit from, resources based on the principles of equity, including equity across generations. ESCWA will support member countries in ensuring that social inclusion and integration guide policy and institutional development, making certain that there is equal access to decision-making processes, to social services and social protection including social assistance to provide relief from poverty and deprivation and social insurance to cushion vulnerable groups against risks, and to information and resources. Special consideration will be given to the needs of least developed countries in the region and the impacts that changes in population dynamics may have on achieving those goals. Under knowledge economy and employment, ESCWA will pay special attention to promoting the transfer of technology to increase the competitiveness of economies in the region through value-added industrial development, while making effective and efficient use of human and natural resources. Concerning sustainable natural resources, ESCWA will focus its work on promoting integrated management to optimize the efficiency and effectiveness of resource consumption through the use of new technologies and innovation, thus maximizing the impact that the use of those resources has on income generation and job creation.

22.13 Under regional integration, ESCWA will focus on two priority areas: policy coherence; and agreements and strategies. Although regional integration has the potential to boost production and income and help Arab countries in addressing the twin problems of poverty and unemployment, economic integration among Arab countries lags behind that in other regions.

22.14 The secretariat will continue to work closely with the League of Arab States, regional partners and member countries to enhance the formulation of intraregional, interregional and international trade policies and agreements, thereby strengthening national capacity and increasing the competitiveness of domestic and regional markets. It will also support the implementation of resolutions of high-level regional forums, mainly the Arab Economic and Social Summits, to complete the establishment of the Greater Arab Free Trade Area (GAFTA); and to establish an Arab Customs Union and an Arab Common Market.

22.15 The profound changes taking place in the Arab region and the expansion of global trade have increased the importance of integration as a means to address developmental challenges and contribute to sustainable and balanced regional development.

22.16 Under the first priority area, namely, policy coherence, ESCWA will work with member countries to improve cross-border infrastructural linkages. It will also encourage member countries to participate in efforts to harmonize policies to take advantage of the added value of regional integration in economic, social and environmental areas. Under the second priority area, namely, agreements and strategies, ESCWA will focus on integrated work programmes that help Arab countries to benefit from the synergies arising from cooperation among them. ESCWA will accentuate the role of integration as a driver towards a knowledge economy, while emphasizing the need to ensure equal opportunities for development and an equitable share of the benefits of integration.

22.17 Under the third pillar, namely, good governance and resilience, ESCWA will focus on three priority areas: institutional development; participation and citizenship; and resilience to crises and occupation.

22.18 In the area of institutional development, ESCWA will focus on the link between development and resilience. Strong institutions are needed to quell ongoing political tensions and conflicts in some countries, and to support democratic transitions in others. ESCWA will endeavour to enhance the capacity of member countries to perform government functions and adopt citizen-based practices. In the area of participation and citizenship, ESCWA aims to promote good governance, respect for human rights, rule of law, accountability, transparency, public participation, social cohesion and political reform. It will work to enhance civil society engagement and empowerment and to support inclusive participation and gender equality.

22.19 Under resilience to crises and foreign occupation, ESCWA will work with member countries to reduce their negative impacts while identifying the root causes of crises. ESCWA will enhance peacebuilding initiatives, particularly in Arab least developed countries, and will also support member countries in developing disaster risk reduction strategies. Enhancing the resilience of member countries through efforts to mitigate and adapt to climate change will be an important aspect of the work programme.

22.20 The programme of work of ESCWA will be guided by three cross-cutting issues: partnerships, statistics and gender.

22.21 ESCWA will fulfil the objectives of its strategic pillars while operating in an increasingly complex development environment, marked by political and social instability and economic and environmental vulnerability. ESCWA will continue to expand its network of international, regional and national partners and seek to work collaboratively with intergovernmental bodies, United Nations organizations, donors, research institutions, civil society organizations and the private sector to respond to the pressing needs and policy challenges of member countries.

22.22 Building on its special relationship with the League of Arab States, ESCWA will support the articulation of regional positions on issues of global and regional concern, and to advance a rights-based sustainable development agenda that has social justice at its heart. It will also continue to convene the Regional Coordination Mechanism as a platform for United Nations entities working in the region to discuss regional policy priorities.

22.23 Mobilizing additional financial and in-kind contributions will be important to ensure that ESCWA can disseminate and operationalize the findings and recommendations of its normative work and respond effectively to the requests of its member countries. To do so, ESCWA will leverage the results and outputs of its regular programme of work and the strategic partnerships it builds across the region.

22.24 Through subprogramme 5, statistics for evidence-based policymaking, ESCWA has taken the lead and established partnerships with regional and national statistical organizations, and has pursued coordinated efforts towards improved statistical information.

22.25 The outcome document of the United Nations Conference on Sustainable Development (Rio+20) asserted the need for comparable, reliable statistics on sustainable development. Member countries and the relevant bodies of the United Nations system, within their respective mandates, have supported the regional commissions in collecting and compiling official statistics. Member countries have also committed to mobilizing financial resources and building the capacity of developing countries to produce statistical data related to the post-2015 development agenda and the sustainable development goals.

22.26 As a leader of the Statistics Coordination Taskforce of the Regional Coordination Mechanism, ESCWA will promote coordination of statistical activities among national statistical offices and international organizations active in the region. ESCWA has also put in place an internal coordination mechanism to harmonize statistical information used in its publications and studies.

22.27 Promoting gender equality and the rights of women is a core element in meeting development objectives. It requires a systematic and comprehensive focus on the different needs, power relations and access to resources of men and women throughout all processes.

22.28 ESCWA will assist member countries in eliminating gender inequality in policies, strategies, legislations and programmes. Through the provision of technical and advisory services, ESCWA supports national and regional efforts to overcome all forms of discrimination against women to achieve the advancement of women and to secure their equal access to resources and participation in decision-making.

22.29 Furthermore, ESCWA is committed to mainstreaming a gender perspective into its entire programme of work. It will continue to be at the forefront in the implementation of the United Nations system-wide action plan on gender equality and the empowerment of women, endorsed by the Chief Executives Board for Coordination in October 2006.

22.30 In addition to its analytical and normative work, ESCWA will provide technical cooperation support in line with the articulated needs of its member countries paying particular attention to the needs of developing countries, while promoting South-South and triangular cooperation. It will act as a facilitator for the exchange of knowledge and information by providing a forum for networking and multilateral dialogue on regional and global development issues. Similarly, lessons derived from evaluation exercises will be consolidated to improve the design and performance of programmes, in view of the commitment of the United Nations to encourage and support evaluation practices to enhance learning and accountability.

Overview of resources

22.31 The overall resources proposed for the biennium 2016-2017 for this section amount to $70,232,800 before recosting, reflecting a net decrease of $1,841,000 (or 2.6 per cent) compared with the appropriation for 2014-2015. Resource changes result from four factors, namely: (a) technical adjustments relating to the removal of non-recurrent requirements; (b) new mandates and inter-component changes; (c) resource changes in line with General Assembly resolution 69/264 (further reductions); and (d) resource changes in line with General Assembly resolution 69/264 on efficiencies. The proposed reductions will not have an impact on full and effective mandate implementation.

22.32 Resource changes in line with General Assembly resolution 69/264 reflect proposals to freeze recruitment against established posts, and reductions in non-post resources that ESCWA anticipates to bring about in 2016-2017.

22.33 The proposed reductions will be influenced by the future impact of the deployment of Umoja (Foundation and Extension 1) by the end of 2015. As it is too early to determine the specific future impact of Umoja, the proposed reductions, while firm in financial terms, are flexible in operational terms. The flexibility means that the specific composition of the post freezes, and the reorganization of functions and roles as a result of the freezes, will be determined only during 2016-2017, when the impact of Umoja becomes more clear.

22.34 The distribution of resources is reflected in tables 22.3 to 22.5.

Table 22.3 Financial resources by component

(Thousands of United States dollars)

Regular budget

Component	*2012-2013 expenditure*	*2014-2015 appropriation*	*Resource changes*						*Total before recosting*	*Recosting*	*2016-2017 estimate*
			Technical adjustment (non-recurrent, biennial provision of posts)	*New mandates and inter-component changes*	*Further reductions in line with resolution 69/264*	*Efficiencies in line with resolution 69/264*	*Total*	*Percentage*			
A. Policymaking organs	106.8	160.5	–	43.6	–	–	43.6	27.2	204.1	16.4	220.5
B. Executive direction and management	4 082.2	4 519.6	–	210.5	(15.2)	–	195.3	4.3	4 714.9	200.7	4 915.6
C. Programme of work											
1. Integrated management of natural resources for sustainable development	7 103.7	7 233.6	(761.7)	(365.2)	(10.0)	–	(1 136.9)	(15.7)	6 096.7	220.3	6 317.0
2. Social development	5 769.2	6 043.6	–	(811.6)	(127.6)	–	(939.2)	(15.5)	5 104.4	176.1	5 280.5
3. Economic development and integration	7 715.4	7 992.0	–	960.5	(8.4)	–	952.1	11.9	8 944.1	323.9	9 268.0
4. Technology for development and regional integration	4 821.7	4 776.4	–	(939.3)	(5.6)	–	(944.9)	(19.8)	3 831.5	158.9	3 990.4
5. Statistics for evidence-based policymaking	4 177.3	4 201.7	–	605.3	(43.7)	–	561.6	13.4	4 763.3	163.3	4 926.6
6. Advancement of women	2 911.2	3 136.5	–	(1.3)	(2.2)	–	(3.5)	(0.1)	3 133.0	111.8	3 244.8
7. Conflict mitigation and development	2 481.3	3 402.5	–	294.9	(4.8)	–	290.1	8.5	3 692.6	132.9	3 825.5
Subtotal	**34 979.8**	**36 786.3**	**(761.7)**	**(256.7)**	**(202.3)**	**–**	**(1 220.7)**	**(3.3)**	**35 565.6**	**1 287.2**	**36 852.8**
D. Programme support	30 034.2	30 607.4	(277.4)	23.8	(14.1)	(591.5)	(859.2)	(2.8)	29 748.2	1 715.4	31 463.6
Subtotal	**69 203.0**	**72 073.8**	**(1 039.1)**	**21.2**	**(231.6)**	**(591.5)**	**(1 841.0)**	**(2.6)**	**70 232.8**	**3 219.7**	**73 452.5**

Extrabudgetary

Component	*2012-2013 expenditure*	*2014-2015 estimate*	*2016-2017 estimate*
A. Policymaking organs	–	–	–
B. Executive direction and management	315.4	–	–
C. Programme of work	5 029.9	12 120.4	9 802.4
D. Programme support	–	–	–
Subtotal	**5 345.3**	**12 120.4**	**9 802.4**
Total	**74 548.3**	**84 194.2**	**83 254.9**

Table 22.4 **Post resources**

	Established regular budget		*Temporary*						*Total*	
			Regular budget		*Other assessed*		*Extrabudgetary*			
Category	*2014-2015*	*2016-2017*	*2014-2015*	*2016-2017*	*2014-2015*	*2016-2017*	*2014-2015*	*2016-2017*	*2014-2015*	*2016-2017*
Professional and higher										
USG	1	1	–	–	–	–	–	–	1	1
D-2	2	2	–	–	–	–	–	–	2	2
D-1	8	8	–	–	–	–	–	–	8	8
P-5	25	25	–	–	–	–	–	–	25	25
P-4/3	65	67	–	–	–	–	–	1	65	68
P-2/1	18	17	–	–	–	–	–	–	18	17
Subtotal	**119**	**120**	**–**	**–**	**–**	**–**	**–**	**1**	**119**	**121**
Other										
Local level	137	134	–	–	–	–	–	–	137	134
Field Service	1	1	–	–	–	–	–	–	1	1
National Professional Officer	3	3	–	–	–	–	–	–	3	3
Subtotal	**141**	**138**	**–**	**–**	**–**	**–**	**–**	**–**	**141**	**138**
Total	**260**	**258**	**–**	**–**	**–**	**–**	**–**	**1**	**260**	**259**

Table 22.5 **Distribution of resources by component**

(Percentage)

	Regular budget	*Extrabudgetary*
A. Policymaking organs	0.3	–
B. Executive direction and management	6.7	–
C. Programme of work		
1. Integrated management of natural resources for sustainable development	8.7	13.4
2. Social development	7.3	12.8
3. Economic development and integration	12.7	16.1
4. Technology for development and regional integration	5.5	39.7
5. Statistics for evidence-based policymaking	6.8	5.4
6. Advancement of women	4.5	2.1
7. Conflict mitigation and development	5.2	10.5
Subtotal	**50.7**	**100.0**
D. Programme support	42.3	–
Total	**100.0**	**100.0**

Technical adjustments

22.35 Resource changes reflect the removal of non-recurrent requirements totalling $1,039,100 relating to: (a) $761,700 provided in support of the outcome document of the United Nations Conference on Sustainable Development, entitled "The future we want", in line with General Assembly resolution 66/288; and (b) $277,400 provided for the project management of blast mitigation measures for the ESCWA headquarters in Beirut (A/68/748), approved by the General Assembly in its resolution 68/247 B.

New mandates and inter-component changes

22.36 Pursuant to ESCWA resolution 315 (XXVIII), which was endorsed by the Economic and Social Council in its resolution 2014/35, an intergovernmental committee on technology for development has been established resulting in increased requirements in the amount of $21,200 under policymaking organs.

22.37 ESCWA operates in a challenging environment, marked by fast political, social and economic change. To enable ESCWA to cope with current and emerging challenges, the proposed programme budget for the biennium 2016-2017 reflects certain restructuring in its components, executive direction and management, programme of work and programme support, without affecting any of its present mandates or requiring additional resources.

22.38 The plans to refocus the work of the Commission and increase its impact in areas that constitute the key regional priorities have been regularly discussed with the member States; such discussions were, most recently, reflected in the conclusions of the 27th and 28th ministerial sessions, held in 2012 and 2014, respectively. The restructuring also reflects the findings of the independent review of the programme effectiveness of ESCWA, which was prompted by the fundamental economic and social change in the Arab region, and the recognition that the Commission's position is unique with respect to its ability to contribute to the definition of a new regional development strategy. The review recommended reducing overlap and refocusing the programme of ESCWA in areas where the Commission holds a comparative advantage.

22.39 Under executive direction and management, it is proposed to consolidate the offices of the two Deputy Executive Secretaries (2 D-2 and 2 Local level) into the Office of the Executive Secretary to increase coherence for ESCWA executive direction and management, as well as to improve coordination in the management of the resources of the two offices. In addition, it is also proposed to redeploy three posts (3 Local level) from this component to programme support.

22.40 Under programme of work, it is proposed: (a) to redeploy six posts (2 P-4, 1 P-3, 1 P-2, 2 Local level) among subprogrammes; (b) to redeploy two posts (2 P-4) from subprogrammes to programme support; (c) to redeploy a post (1 Local level) from programme support to a subprogramme; and (d) to establish a new post at the P-3 level in a subprogramme, offset by the abolishment of a post at the same level in programme support.

22.41 The complexity and volume of the work in Human Resources and Budget and Finance have increased significantly with fewer tasks at the transactional level and increased focus at the conceptual level, such as the transition to the International Public Sector Accounting Standards (IPSAS). In the areas of both Human Resources and Budget and Finance, the gap between the managerial posts at the P-5 and P-3 levels hampers the efficient and effective provision of support to the implementation of the ESCWA programme of work. Therefore, two posts at the P-3 level in Human Resources and in Budget and Finance have been proposed for upward reclassification to the P-4 level. It is also proposed to establish two new posts at the P-3 level in the Administrative Services Division. The cost of above post changes has been offset by the proposed abolishment of four posts (1 P-2 and 3 Local level) under the same component.

Resource changes in line with General Assembly resolution 69/264 (further reductions)

22.42 Resource changes of $231,600 are proposed in line with General Assembly resolution 69/264 under posts ($160,400) and non-post resources ($71,200). The decrease of $160,400 under posts reflects the proposed freeze of recruitment against established posts in subprogramme 2, Social development ($123,400), and subprogramme 5, Statistics for evidence-based policymaking ($37,000).

22.43 The proposed decrease of $71,200 under non-post resources relates mainly to travel of staff and consultants that takes into account the anticipated impact of the approved standards of accommodation for air travel and further efficiencies that ESCWA plans to bring about in 2016-2017.

Resource changes in line with General Assembly resolution 69/264 (efficiencies)

22.44 Resource changes of $591,500 are proposed in line with General Assembly resolution 69/264, under posts ($410,100) and non-post resources ($181,400). The decrease of $410,100 under posts reflects the proposed freeze of recruitment against a number of established posts in the programme support component.

22.45 The proposed decrease of $181,400 under non-post resources takes into account efficiencies that ESCWA plans to bring about in 2016-2017.

Extrabudgetary resources

22.46 For the biennium 2016-2017, ESCWA is projecting $9,802,400 in extrabudgetary funding to support programmes including: (a) implementation of a project on promotion of food and water security; (b) strengthening the capacity of selected developing countries to design and implement equality-oriented public policies and programmes; (c) operationalizing an ESCWA participatory approach in public policy processes; and (d) implementing a regional initiative on international migration and development.

22.47 In addition, ESCWA will seek extrabudgetary resources for projects on (a) sustainable development in the Arab region; (b) macroeconomic planning and modelling; (c) preparation of a Multidisciplinary Economic Policy Module/Forum; (d) development of National Development Agenda in Iraq, Jordan, Libya, the Syrian Arab Republic and Tunisia; (e) an ESCWA regional integration centre; (f) promoting the use of renewable energy; and (g) the creation of an Arab regional climate change hub among a broad list of other projects highlighted in the individual work programmes.

22.48 The estimated level of resources in the biennium 2016-2017 represents a decrease of approximately $2,318,000 from the estimates for the biennium 2014-2015. The reduction arises mainly from the closure of a project in support of activities in Iraq and the completion of two major extrabudgetary projects funded by the Swedish International Development Cooperation Agency and the Deutsche Gesellschaft für Internationale Zusammenarbeit.

Other information

22.49 ESCWA has been increasing the accountability of its managers in delivering the programme of work by organizing monthly meetings at the senior management level to assess the status of implementation of outputs and approved budgets. The proprietary tool, ESCWA iDashboard, assists managers in programme delivery by providing them with real-time information on the impact of their decisions by measuring the status of budget implementation and other key indicators reflected in the Executive Secretary's compact, such as the status of post vacancies and

statistics on gender representation. With the transition to IPSAS, new standard operating procedures have been established to ensure that the roles and responsibilities that IPSAS brings forward in various business areas, primarily the management and accounting of physical assets, have been properly understood and embraced. The deployment of a service level agreement between administration and substantive divisions provides the processing time by type of service and the responsibilities of both providers and clients for timely delivery of service. The deployment of iNeed complements the service level agreement by allowing the tracking of service requests and the identification of bottlenecks.

22.50 Pursuant to General Assembly resolution 58/269, resources identified for the conduct of monitoring and evaluation for ESCWA would amount to $1,230,800, including $975,100 for post resources and $255,700 for non-post resources. The post resources represent 85.3 work-months comprising 58.5 work-months in the Professional and higher category and 26.8 work-months in the Local level category. Non-post resources amounting to $255,700 for the conduct of monitoring and evaluation include $79,600 funded from extrabudgetary sources.

22.51 During the biennium 2016-2017, ESCWA will undertake the evaluation of two of its seven subprogrammes, eight Development Account projects, as well as of one extrabudgetary project. The findings and recommendations of evaluations carried out in previous bienniums will guide the design of all 2016-2017 evaluations. In particular, the results of a programme evaluation carried out by the Office for Internal Oversight Services (OIOS) in the first quarter of 2016 will be considered in the prioritization of subprogrammes and thematic evaluations for the period 2016-2017. Furthermore, ESCWA has distilled the following lessons from previous evaluations subprogrammes need to; increase their interdisciplinary work; reach out further to regional partners; develop the use of knowledge management tools; and further integrate gender and women's empowerment into their work. From the past Development Account project evaluations, ESCWA has collected the following lessons. Development Account projects should: include consultations with partners and beneficiaries when being conceptualized; use online platforms to strengthen information sharing; further cooperate with regional organizations; and include a strategy to enhance sustainability of results.

22.52 Having developed a partnership strategy in 2014, ESCWA seeks to engage in targeted and complementary collaborations with key actors in the region to pursue its development outcomes. This will entail working with different partners at different stages of planning and implementation, with an awareness of the distinct short-, medium- and long-term results of collaborations, as well as creating a support infrastructure around the major areas of work of ESCWA to guarantee a comprehensive approach to development challenges, whether at the level of research, advocacy or policy development.

22.53 In its technical cooperation work, ESCWA will work closely with United Nations country teams and various specialized agencies, funds and programmes to ensure consistent and effective support to its member States on a range of issues, including national development planning, natural resource management, and policies on youth and persons with disabilities.

22.54 In its normative and research work, ESCWA will engage with national, regional and international think tanks and research centres, tapping into new thinking and influencing research agendas. Through its various intergovernmental and expert platforms, the Commission will gather policymakers, researchers and experts, as well as governmental and intergovernmental bodies, to facilitate dialogue and create consensus on key development challenges. ESCWA will continue to consistently pursue and maintain partnerships with other regional commissions, notably through development account projects, high-level meetings and publications.

22.55 ESCWA convenes the Regional Coordination Mechanism that brings together all United Nations entities in the region to increase policy coherence and promote partnerships and joint activities around regional development priorities. The Commission leads three of the five Regional Coordination Mechanism thematic working groups on the post-2015 development agenda, international migration and statistics. The twentieth meeting of the Regional Coordination Mechanism, in 2014 included discussions on the Secretary-General's synthesis report and the post-2015 development agenda, and a panel on the theme "Justice in a time of conflict", with a view to encouraging discussion among United Nations agencies on the key challenges involved in attaining human development in turbulent times. During the biennium 2016-2017, ESCWA will convene two annual meetings of the Regional Coordination Mechanism. Coordination with regional United Nations entities also occurs through the peer support group of the United Nations Development Group, where ESCWA actively contributes to the analysis of the United Nations Development Assistance Framework and Common Country Assessment documents. ESCWA will continue to participate in the regular meetings of the United Nations Development Group.

22.56 Requirements under business continuity for the biennium 2016-2017 are estimated at $433,600. Those resources would provide for: (a) remote hosting and support of ESCWA key systems to ensure minimum disruption of work in crisis situations; (b) the operation of stand-by generator sets and boilers; (c) remote connectivity to United Nations applications and business records, as well as satellite phone and Internet services in the event of the failure of infrastructure; (d) digitization of administrative records; and (e) mandatory business continuity training, medical drugs, vaccines and medical supplies to meet business continuity plan requirements in case of emergency or pandemics.

22.57 The issue of publications as part of the programme of work has been reviewed in the context of each subprogramme. It is anticipated that recurrent and non-recurrent publications will be issued as summarized in table 22.6 and as distributed in the output information for each subprogramme.

Table 22.6 **Summary of publications**

	2012-2013 actual			*2014-2015 estimate*			*2016-2017 estimate*		
	Print	*Electronic*	*Print and electronic*	*Print*	*Electronic*	*Print and electronic*	*Print*	*Electronic*	*Print and electronic*
Recurrent	–	5	79	–	2	50	–	2	42
Non-recurrent	–	–	34	–	30	64	–	40	62
Total	**–**	**5**	**113**	**–**	**32**	**114**	**–**	**42**	**104**

A. Policymaking organs

Resource requirements: $204,100

22.58 The provision for intergovernmental organs and intergovernmental processes is in accordance with the Rules of Procedure of the Commission that were adopted at the first session of the Commission (E/ESCWA/9), incorporating amendments adopted by the Commission in its resolutions 133 (XII), 153 (XIII), 158 (XIV), 159 (XIV), 178 (XVI) and 196 (XVII). ESCWA reports to the Economic and Social Council, and sessions of the Commission provide overall direction to the work of the secretariat. The sessions of the Commission are convened once biennially for four working days, normally at ESCWA headquarters. As mandated by ESCWA resolution 230 (XXI), the session of its Preparatory Committee is an integral part of the sessions. Consequently, the twenty-ninth

session of the Commission will convene in 2016, with a senior officials segment to consider programmatic agenda items, followed by the ministerial plenary segment.

22.59 The Commission has eight specialized subsidiary intergovernmental committees, which meet for two working days per session:

(a) The Committee on Energy, established pursuant to ESCWA resolution 204 (XVIII), endorsed by the Economic and Social Council in its resolution 1995/25, will hold its eleventh session in 2016;

(b) The Committee on Water Resources, established pursuant to ESCWA resolution 205 (XVIII), endorsed by the Economic and Social Council in its resolution 1995/26, will hold its twelfth session in 2017;

(c) The Committee on Social Development, established pursuant to ESCWA resolution 198 (XVII), endorsed by the Economic and Social Council in its resolution 1994/27, will hold its eleventh session in 2017;

(d) The Committee on Technology for Development, established pursuant to ESCWA resolution 315 (XXVIII), endorsed by the Economic and Social Council in its resolution 2014/35, will hold its first session in 2016;

(e) The Committee on Transport, established pursuant to ESCWA resolution 213 (XIX), endorsed by the Economic and Social Council in its resolution 1997/11, and in accordance with ESCWA resolution 229 (XXI), will hold its seventeenth and eighteenth sessions in 2016 and 2017, respectively;

(f) The Technical Committee on Liberalization of Foreign Trade, Economic Globalization and Financing for Development in the Countries of the ESCWA Region, established pursuant to ESCWA resolution 214 (XIX), endorsed by the Economic and Social Council in its resolution 1997/12, will hold its eleventh and twelfth sessions, in 2016 and 2017, respectively;

(g) The Statistical Committee, established pursuant to ESCWA resolution 179 (XVI), endorsed by the Economic and Social Council in its resolution 1993/2, will hold its twelfth session in 2016. In addition, the Bureau of the Statistical Committee will hold its fifth meeting for one day in 2017;

(h) The Committee on Women, established pursuant to ESCWA resolution 240 (XXII) of 17 April 2003, endorsed by the Economic and Social Council in its resolution 2003/9 of 18 July 2003, will hold its eighth session in 2017.

22.60 The Executive Committee, renamed from "Technical Committee" by the Commission in its resolution 320 (XXVIII), meets three times per biennium for two working days to advise the secretariat on programmatic issues, including the proposed strategic framework, the proposed programme of work, the implementation of the programme of work, resource mobilization, follow-up on the resolutions of the Commission, and on identification of emerging regional economic and social issues for consideration by the Commission. The fourth meeting of the Executive Committee is scheduled for 2016, and the fifth and sixth meetings are scheduled for 2017.

22.61 The Advisory Committee of Ambassadors of ESCWA member countries meets twice a year for one working day. The Advisory Committee comprises heads of diplomatic missions in the host country of the Commission and a high-level representative of the host country. It plays a consultative role and functions as a principal means of communication between member States and the ESCWA secretariat and among member States themselves on important matters requiring attention between the biennial sessions of the Commission.

22.62 The distribution of resources for policymaking organs is reflected in table 22.7.

Table 22.7 **Resource requirements: policymaking organs**

	Resources (thousands of United States dollars)		*Posts*	
	2014-2015	*2016-2017 (before recosting)*	*2014-2015*	*2016-2017*
Regular budget				
Post	–	–	–	–
Non-post	160.5	204.1	–	–
Total	**160.5**	**204.1**	**–**	**–**

22.63 The amount of $204,100 under non-post resources, reflecting a net increase of $43,600, provides for the servicing of the twenty-ninth session of the Commission, the sessions of its specialized subsidiary intergovernmental committees, and the meetings of the Executive Committee.

22.64 The net increase results from: (a) the establishment of an intergovernmental committee on technology for development, pursuant to ESCWA resolution 315 (XXVIII), endorsed by the Economic and Social Council in its resolution 2014/35, which is scheduled to host its first session in 2016 ($21,200); and (b) the travel costs of participants from three least developed countries to attend the meetings of the Executive Committee and the twenty-ninth session of the Commission in the amount of $22,400, which is offset by reduction in resources under programme of work.

B. Executive direction and management

Resource requirements (before recosting): $4,714,900

22.65 Executive direction and management includes the Office of the Executive Secretary and the consolidated offices of the two Deputy Executive Secretaries, namely Programme and Programme Support. The Office of the Executive Secretary provides overall direction and integrated management, programme oversight, planning and coordination, and policy guidelines to the subprogramme divisions, the technical cooperation programme and the support services for the proper implementation of the work programme of ESCWA, as mandated by the General Assembly. It also ensures that ESCWA, as the regional arm of the United Nations, plays a major role in the economic and social development of the region; undertakes to translate issues of global importance into regional action as mandated by member States; and facilitates the articulation of the collective concerns of member States by incorporating them into the global agenda. Moreover, the Office of the Executive Secretary maintains effective and regular contact with representatives of member States and with the host country's senior officials to exchange views on substantive and managerial issues of mutual concern, and with the Executive Office of the Secretary-General and with the Regional Commissions New York Office.

22.66 In addition, the Office of the Executive Secretary ensures the development of United Nations system-wide policies and mandates and promotes coherence and effective collaboration and coordination between ESCWA and other entities of the United Nations system, especially among the five regional commissions, and specialized agencies, funds and programmes. It will continue to strengthen cooperation and coordination with international and regional intergovernmental and non-governmental organizations, especially the League of Arab States and its subsidiary bodies.

22.67 The Office of the Executive Secretary is responsible for the functioning and servicing of the Commission's intergovernmental machinery, including the biennial sessions and the meetings of

subsidiary intergovernmental bodies, the ESCWA Advisory Committee of Ambassadors and the ESCWA Executive Committee.

Table 22.8 **Objectives for the biennium, expected accomplishments, indicators of achievement and performance measures**

Objective of the Organization: To ensure full implementation of legislative mandates and compliance with United Nations policies and procedures with respect to the management of the programme of work, and of staff and financial resources of ESCWA

Expected accomplishments of the Secretariat	*Indicators of achievement*		*Performance measures*		
			2016-2017	*2014-2015*	*2012-2013*
(a) ESCWA programme of work is effectively managed	Timely delivery of outputs and services (percentage)	Target	94	90	93
		Estimate		93	93
		Actual			98
(b) Increased timeliness of submission of documentation	Increased percentage of pre-session documents submitted in accordance with the required deadline	Target	85	100	100
		Estimate		83	100
		Actual			83
(c) Identifying and addressing emerging issues that require attention by member States	Increase in the number of occasions that the secretariat brings emerging issues to the attention of member States	Target	8	–	–
		Estimate		–	–
		Actual			–
(d) Enhanced policy coherence in the management of the economic and social activities of the United Nations	Increase in the number of coordination initiatives with other Regional Coordination Mechanism members	Target	6	–	–
		Estimate		5	–
		Actual			–
(e) Increased public awareness of ESCWA work in pursuing regional priorities and emerging issues	(i) Increased media coverage of ESCWA activities (Number of audiovisual and written press reports on ESCWA activities)	Target	1 130	1 100	1 000
		Estimate		1 000	1 000
		Actual			1 230
	(ii) Increase in percentage of traffic on the ESCWA web page, downloads of publications and participation in its social media	Target	20	–	–
		Estimate		–	–
		Actual			–
(f) Build new partnerships and strengthen existing ones (with the purpose of broadening the outreach and impact of ESCWA activities)	(i) Increase in number of new partnerships forged	Target	10	–	–
		Estimate		–	–
		Actual			–
	(ii) Increase in number of coordination activities with existing partners	Target	10	–	–
		Estimate		–	–
		Actual			–

External factors

22.68 The Executive direction and management is expected to achieve its objectives and accomplishments on the assumption that: (a) the political situation in the host country and the region does not deteriorate; (b) member States will actively participate in the formulation of the ESCWA programme of work; (c) member States have the capacity and will to reorient their economic and social structures and policies; (d) national institutions will be willing to provide

relevant and timely information; and (e) the media has accessibility to the United Nations House and other venues hosting ESCWA events.

Outputs

22.69 During the biennium 2016-2017, the following outputs will be delivered:

(a) Servicing of intergovernmental and expert bodies (regular budget):

(i) Planning and substantive servicing of the sessions of the Commission and its subsidiary bodies (8);

(ii) Planning and substantive servicing of the Executive Committee (12);

(iii) Planning and substantive servicing of the meetings of the Advisory Committee of Ambassadors (4);

(iv) Ad hoc expert groups: planning and substantive servicing of an Arab think tank meeting (1); planning and substantive servicing of meetings of the Regional Coordination Mechanism (2);

(b) Other substantive activities (regular budget):

(i) Recurrent publications: ESCWA annual report 2015 and 2016 (2);

(ii) Non-recurrent publications: Justice Report (1).

22.70 The distribution of resources for executive direction and management is reflected in table 22.9

Table 22.9 **Resource requirements: executive direction and management**

	Resources (thousands of United States dollars)		*Posts*	
	2014-2015	*2016-2017 (before recosting)*	*2014-2015*	*2016-2017*
Regular budget				
Post	3 807.7	4 021.0	16	15
Non-post	711.9	693.9	–	–
Total	**4 519.6**	**4 714.9**	**16**	**15**

22.71 The amount of $4,714,900, reflecting a net increase of $195,300, provides for the financing of 15 posts (1 USG, 2 D-2, 1 P-5, 1 P-4, 1 P-3, 1 P-2 and 8 Local level) ($4,021,000) and non-post requirements, including general temporary assistance, overtime and night differential, consultants, expert groups, travel of staff, contractual services, general operating expenses, supplies and materials, and furniture and equipment ($693,900).

22.72 The net increase in the amount of $213,300 under posts results from the proposed inward redeployment of two posts (1 D-2 and 1 Local level) to consolidate both the Office of the Deputy Executive Secretary for Programme Support and the Office of the Deputy Executive Secretary for Programme with the Office of the Executive Secretary in order to increase coherence for ESCWA executive direction and management, as well as to improve coordination in the management of the resources of those two offices ($657,600), which is partially offset by the proposed outward redeployment of two posts (2 Local level) from the United Nations Information Service and one post (Local level) from the Office of the Executive Secretary to the Administrative Services Division as a result of the proposed organizational realignment ($444,300).

22.73 The net reduction of $18,000, primarily under travel of staff, takes into account the anticipated impact of the approved standards of accommodation for air travel and further reductions anticipated in 2016-2017 in line with General Assembly resolution 69/264.

C. Programme of work

22.74 The distribution of resources by subprogramme is reflected in table 22.10

Table 22.10 **Resource requirements by subprogramme**

	Resources (thousands of United States dollars)		*Posts*	
Subprogramme	*2014-2015*	*2016-2017 (before recosting)*	*2014-2015*	*2016-2017*
Regular budget				
1. Integrated management of natural resources for sustainable development	7 233.6	6 096.7	24	22
2. Social development	6 043.6	5 104.4	23	20
3. Economic development and integration	7 992.0	8 944.1	30	34
4. Technology for development and regional integration	4 776.4	3 831.5	17	14
5. Statistics for evidence-based policymaking	4 201.7	4 763.3	16	18
6. Advancement of women	3 136.5	3 133.0	11	11
7. Conflict mitigation and development	3 402.5	3 692.6	11	13
Subtotal	**36 786.3**	**35 565.6**	**132**	**132**
Extrabudgetary	12 120.4	9 802.4	–	1
Total	**48 906.7**	**45 368.0**	**132**	**133**

Subprogramme 1
Integrated management of natural resources for sustainable development

Resource requirements (before recosting): $6,096,700

22.75 Substantive responsibility for this subprogramme is vested in the Sustainable Development Policies Division, formerly named Sustainable Development and Productivity Division. The subprogramme will be implemented in accordance with the strategy detailed under subprogramme 1 of programme 19 of the biennial programme plan for the period 2016-2017.

Table 22.11 **Objectives for the biennium, expected accomplishments, indicators of achievement and performance measures**

Objective of the Organization: To achieve the integrated management of natural resources leading to improved food, water and energy security and enhanced resilience to climate change, and to mainstream sustainable development goals into regional and national policy processes

Expected accomplishments of the Secretariat	*Indicators of achievement*		*Performance measures* 2016-2017	2014-2015	2012-2013
(a) Member countries mainstream appropriate goals related to sustainable development into national multisectoral strategies and action plans for the integrated management of natural resources including tools for measuring, monitoring and reporting	(i) Increased number of multisectoral institutional mechanisms established to follow up on goals related to sustainable development	Target	3	–	–
		Estimate		–	–
		Actual			–
	(ii) Increased number of harmonized methodologies for measuring sustainable development targets and indicators adopted at the sector level in member countries	Target	3	–	–
		Estimate		–	–
		Actual			–
	(iii) Increased number of strategies, plans and policies adopted by line ministries to support the integrated management of natural resources	Target	3	–	–
		Estimate		–	–
		Actual			–
(b) Member countries adopt platforms and resolutions on regional cooperation on shared water resources, energy networks and environmental sustainability to improve food, water and energy security	(i) Increased number of regional or subregional platforms developed to improve cooperation on food, water and energy	Target	1	–	–
		Estimate		–	–
		Actual			–
	(ii) Increased number of intergovernmental resolutions and recommendations adopted to enhance regional cooperation on environmental sustainability	Target	20	–	–
		Estimate		15	–
		Actual			10
	(iii) Increased number of harmonized tools, techniques and guidelines implemented by member countries for food, water and energy security	Target	3	–	–
		Estimate		–	–
		Actual			–
(c) Member countries develop coordinated policies, strategies and frameworks for climate change mitigation, adaptation and disaster risk reduction to enhance resilience and respond to the impact of natural and human-made crises	Increased number of recommendations, resolutions and decrees adopted by member countries that aim to coordinate responses to climate change adaptation and mitigation and disaster risk reduction	Target	13	–	–
		Estimate		10	–
		Actual			5

External factors

22.76 The subprogramme is expected to achieve its objective and expected accomplishments on the assumption that: (a) member States remain committed to giving due priority to sustainable development issues and to adopting appropriate measures for enhancing food, energy and water security; (b) improved political stability is achieved, leading to institution-building and enhanced governance and transparency; (c) member States and line ministries work together on key strategic issues and cooperate in an institutional process; (d) member States are willing to establish

mechanisms/platforms at interregional and inter-ministerial levels to cooperate on sustainable development issues and incorporate the sustainable development-related goals currently being negotiated at global, regional and national forums; and (e) there are no significant shortfalls in extrabudgetary resources.

Outputs

22.77 During the biennium 2016-2017, the following outputs will be delivered:

(a) Servicing of intergovernmental and expert bodies (regular budget):

(i) Economic and Social Commission for Western Asia: parliamentary documentation: report to the Commission on the tenth session of the Committee on Energy (1); report to the Commission on the eleventh session of the Committee on Water Resources (1);

(ii) Committee on Energy:

a. Substantive servicing of the eleventh session of the Committee (4);

b. Parliamentary documentation: non-conventional energy resources (Oil/Gas shale)/ potential for the region and associated risks (1); Energy — Water Nexus in the Arab Region (1);

(iii) Committee on Water Resources:

a. Substantive servicing of the twelfth session of the Committee (4);

b. Parliamentary documentation: Arab cooperation on shared water resources (1); regional cooperation for climate change adaptation in the Arab region (1);

(iv) Ad hoc expert groups: energy efficiency in industry: focus on energy-intensive industries; transport sector: sustainable energy sources; options for the transport sector (1); inter-governmental consultative sessions in preparation for the High-level Political Forum on Sustainable Development 2016/2017 (2); methodologies for meeting sustainable development goals related to the water sector at the global, regional and national levels (1); enhancing environmental protection in the Arab region (1); electrical interconnections and natural gas interconnections in the Arab region (1); prospects for enhanced cooperation on food security in the Arab region (1); coordinating responses to climate change and disaster risk reduction in the Arab region (1); pursuing improved shared water resources management within the framework of global, regional and basin-level agreements (1);

(v) Assistance to representatives and rapporteurs: support to the Arab Ministerial Water Council (2); support to the Arab Ministerial Council for Electricity and Technical Committees on Electricity and Renewable Energy/Energy Efficiency (2); support to the Executive Secretariat of the ESCWA-United Nations Environment Programme-League of Arab States Joint Committee on Environment and Development in the Arab Region and follow-up on resolutions taken by the Council of Arab Ministers Responsible for the Environment (2); support to the Arab Permanent Committee on Meteorology (2);

(b) Other substantive activities (regular budget):

(i) Recurrent publications: ESCWA Water Development Report No. 7: Climate Change and Disaster Risk Reduction in the Arab Region (1);

(ii) Non-recurrent publications: Energy Horizon: 2030 (1); Shared Water: Horizon 2030 (1); Food Security: Horizon 2030 (1);

(iii) Substantive servicing of inter-agency meetings: substantive support to the high-level political forum (2); Arab Water Forum (2); Stockholm World Water Week (2); global and regional forums on energy, water and food (2); United Nations Coordination Bodies on Energy, Water and Environment (2); substantive input to the meetings of the United Nations Regional Coordination Mechanisms (2); substantive support to Arab States in preparation for the United Nations Framework Convention on Climate Change (2);

(iv) Booklets, fact sheets, wallcharts, information kits: waste to energy (1); promotional material for World Water Day (2); promotional material for World Environment Day or World Day to Combat Desertification and Drought (2); green help desk services in member States (1); energy infrastructure and energy exchanges in Arab countries (1); food security issues in the region (1); Arab Regional Climate Change Knowledge Hub (1); climate change assessment for adaptation in the Arab region (1); assessment of investments in renewable energy and energy efficiency for climate change mitigation (1);

(v) Technical material: methodology for measuring sustainable development targets and indicators related to water (1); methodology for measuring sustainable development targets and indicators related to energy resources (1); methodology for measuring sustainable development targets and indicators related to food security (1); enhancing environmental protection in the Arab region (1); enhancing institutional capacity for energy efficiency in leading sectors (1); assessing climate change challenges in the Arab region (1);

(c) Technical cooperation (regular budget/extrabudgetary): field projects: building capacity in developing appropriate green technologies to improve the livelihood of rural communities in the Arab region (1); developing the capacity of ESCWA member States to address the water and energy nexus for achieving sustainable development goals (1); promoting renewable energy investments for climate change mitigation and sustainable development (1); building the capacity of the Arab countries for climate change adaptation through integrated water resource management tools (1); Regional Initiative for the Assessment of Climate Change Impacts on Water Resources and Socioeconomic Vulnerability in the Arab Region: follow-up (1); promoting food and water security through cooperation and capacity development in the Arab region (1).

22.78 The distribution of resources for subprogramme 1 is reflected in table 22.12.

Table 22.12 **Resource requirements: subprogramme 1**

	Resources (thousands of United States dollars)		*Posts*	
	2014-2015	*2016-2017 (before recosting)*	*2014-2015*	*2016-2017*
Regular budget				
Post	6 052.7	5 689.0	24	22
Non-post	1 180.9	407.7	–	–
Subtotal	**7 233.6**	**6 096.7**	**24**	**22**
Extrabudgetary	6 279.4	1 309.0	–	–
Total	**13 513.0**	**7 405.7**	**24**	**22**

22.79 The amount of $6,096,700, reflecting a decrease of $1,136,900, provides for the financing of 22 posts (1 D-1, 4 P-5, 4 P-4, 3 P-3, 1 P-2 and 9 Local level) ($5,689,000), and non-post

requirements, including general temporary assistance, consultants, expert groups, and travel of staff ($407,700).

22.80 The net decrease of $1,136,900 reflects mainly: (a) the removal of non-recurrent requirements amounting to $761,700 under non-post resources provided in support of the outcome document of the United Nations Conference on Sustainable Development, entitled "The future we want" in line with General Assembly resolution 66/288; and (b) the decrease of $375,200, including $363,700 under posts, owing to the proposed outward redeployment of two posts (1 P-2, 1 Local level) to the Economic Development and Integration Division (subprogramme 3) as a result of the proposed organizational realignment, and $11,500 under non-post resources owing mainly to reductions under travel of staff and consultants that takes into account the anticipated impact of the approved standards of accommodation for air travel and further efficiencies that ESCWA plans to bring about in 2016-2017.

22.81 During the biennium 2016-2017, extrabudgetary resources estimated in the amount of $1,309,000 would support the implementation of a project on promoting food and water security through cooperation and capacity development in the Arab region, funded by the Swedish International Development Cooperation Agency (SIDA). The decrease of $4,970,400 in the estimated resources in the biennium 2016-2017 compared with the level in the biennium 2014-2015 reflects the expected completion of: (a) two major projects funded by SIDA, namely, the Regional Initiative for the Assessment of Climate Change Impacts on Water Resources and Socioeconomic Vulnerability in the Arab Region and the Millennium Development Goals Plus Initiative on establishing a regional mechanism for improved monitoring and reporting on access to water supply and sanitation services in the Arab region; and (b) one project funded by the Deutsche Gesellschaft für Internationale Zusammenarbeit entitled "Adaptation of climate change in the water sector in the Middle East and North Africa region".

22.82 ESCWA would continue to undertake fundraising activities during the 2014-2015 biennium to implement projects in the biennium 2016-2017 on: (a) promoting the use of renewable energy in rural areas; (b) investing in renewable energy and energy efficiency for climate change mitigation; (c) supporting the expansion and development of green help desks in the Arab region; (d) supporting the Arab integrated water resources management network (AWARENET); and (e) supporting the Arab Regional Climate Change Knowledge Hub.

Subprogramme 2
Social development

Resource requirements (before recosting): $5,104,400

22.83 Substantive responsibility for this subprogramme is vested in the Social Development Division. The subprogramme will be implemented in accordance with the strategy detailed under subprogramme 2 of programme 19 of the biennial programme plan for the period 2016-2017.

Table 22.13 **Objectives for the biennium, expected accomplishments, indicators of achievement and performance measures**

Objective of the Organization: To enhance the capacity of member countries to adopt and implement rights-based social policies that promote social justice and lead to equitable, inclusive and participatory socioeconomic development

Expected accomplishments of the Secretariat	*Indicators of achievement*		*Performance measures* 2016-2017	2014-2015	2012-2013
(a) Member countries develop rights-based social policies and programmes that promote social cohesion, social inclusion, social protection and the provision of adequate social services for all	(i) Increased number of policies, programmes and measures formulated or enhanced to improve social protection or expand the provision of social services	Target	8	–	–
		Estimate		6	–
		Actual			4
	(ii) Increased number of policies, programmes and measures formulated or enhanced to ensure the social integration of vulnerable groups	Target	30	–	–
		Estimate		24	–
		Actual			21
(b) Member countries are engaged in a regional consensus-building process on international migration towards the elaboration and implementation of policies that maximize the development impact of international migration and foster intraregional coordination and cooperation	(i) Increased number of instances where ESCWA facilitated or promoted policy dialogue on international migration between Governments of member countries	Target	4	–	–
		Estimate		2	–
		Actual			1
	(ii) Increased number of policies that reflect awareness of the regional development opportunities and challenges of international migration	Target	5	–	–
		Estimate		3	–
		Actual			2
(c) Member countries adopt a participatory approach to social policy formulation and implementation through consensus building, the empowerment of civil society and the engagement of civic groups and other stakeholders in advocating the values and tools necessary to achieving a just society	(i) Increased number of instances in which representatives of governments, civil society organizations and other stakeholders engage in substantive policy dialogue with the support of ESCWA	Target	16	–	–
		Estimate		14	–
		Actual			10
	(ii) Number of governmental and non-governmental institutions making use of the knowledge and tools generated by ESCWA on participatory development and civic engagement, in their development initiatives	Target	22	–	–
		Estimate		20	–
		Actual			16

External factors

22.84 The subprogramme is expected to achieve its objective and expected accomplishments on the assumption that: (a) member States remain committed to achieving the internationally agreed development goals related to social development; (b) member States remain committed to promoting social justice through equitable, inclusive and participatory socioeconomic development; (c) national stakeholders engage in dialogue and build consensus on key policy areas; (d) national stakeholders provide the data and information necessary for ESCWA to conduct its analytical work; (e) extrabudgetary financial resources are commensurate with planned activities; and (f) all member States are able to participate in activities leading to the achievement of the expected accomplishments.

Outputs

22.85 During the biennium 2016-2017, the following outputs will be delivered:

(a) Servicing of intergovernmental and expert bodies (regular budget):

(i) Economic and Social Commission for Western Asia: parliamentary documentation: report of the Committee on Social Development on its tenth session (1);

(ii) Committee on Social Development:

a. Servicing the meetings of the eleventh session of the Committee on Social Development (4);

b. Parliamentary documentation: inclusive social development (1); population and development issues (1); key issues to promote participation and citizenship in the Arab region (1);

(iii) Ad hoc expert groups: expert group meeting on housing and housing policy (1); expert group meeting on population and development (1); regional meeting on the Madrid International Plan of Action on Ageing: achievements and future prospects (1); expert group meeting on international migration and development in the Arab region (1); expert group meeting to discuss the outline of recurrent publication, *Social Development Report No. 2* (1); policy dialogue on and launch of *Social Development Report No. 2* (1); civil society dialogue series: exploring new frontiers (2); expert group meeting on disability in the Arab region (1);

(b) Other substantive activities (regular budget):

(i) Recurrent publications: *Population and Development Report No. 8: Population and sustainable development in the Arab region 2030: beyond population growth* (1); *Social Development Report No. 2* (1);

(ii) Non-recurrent publications: *Situation Report on International Migration and Development in the Arab Region* 2017 (1); Disability in the Arab region (1);

(iii) Booklets, pamphlets, fact sheets: *Social Development Bulletin* (4); national demographic profiles for 22 Arab countries (1); pamphlet on the Commission on Social Development 2016 (1); pamphlet on the Commission on Population Development 2016 (1);

(iv) Technical material: paper on governance of social inclusion (1); paper on low-income public housing in the Arab region (1); policy brief on improving accountability and transparency to promote social justice (1); policy brief on the social justice aspects of gender equality (1); paper on disability-inclusive development in the Arab region (1); paper on population and development: International Conference on Population and Development in the new global development agenda (1); regional review report on the Madrid International Plan of Action on Ageing (1); demographic profile of the Arab region (1); social policy brief on international migration and development in the Arab region (1); social policy brief on youth (1); technical paper on intergenerational justice (1); paper on housing and housing policy in Arab countries (1);

(v) Special events: commemorations of the International Day of Persons with Disabilities (1); and the World Day on Social Justice (1); launch of *Population and Development Report No. 7* (1);

(vi) Contribution to joint outputs: social inclusion and poverty: persons with disabilities (1); old age and poverty (1); poverty, equality and social justice (1);

(c) Technical cooperation (regular budget/extrabudgetary):

(i) Training courses, seminars and workshops: training of trainers on the manual entitled "Partnership in democratic governance" (1);

(ii) Field projects: promoting equality: strengthening the capacity of selected developing countries to design and implement equality-oriented public policies and programmes (development account project-continuing from 2015) (1); regional or subregional community of practice for operationalizing an ESCWA participatory approach in public policy processes (1); strengthening national capacities for integrated, sustainable and inclusive population and development policies in the Arab region (1); strengthening the capacity of governments in the Economic and Social Commission for Asia and the Pacific (ESCAP), the Economic Commission for Africa (ECA) and Arab regions to respond to the needs of young people in formulating inclusive and sustainable development policies (1); regional initiative on international migration and development (1).

22.86 The distribution of resources for subprogramme 2 is reflected in table 22.14.

Table 22.14 **Resource requirements: subprogramme 2**

	Resources (thousands of United States dollars)		*Posts*	
	2014-2015	*2016-2017 (before recosting)*	*2014-2015*	*2016-2017*
Regular budget				
Post	5 792.0	4 858.5	23	20
Non-post	251.6	245.9	–	–
Subtotal	**6 043.6**	**5 104.4**	**23**	**20**
Extrabudgetary	240.7	1 258.2	–	–
Total	**6 284.3**	**6 362.6**	**23**	**20**

22.87 The amount of $5,104,400, reflecting a net decrease of $939,200, provides for the partial financing of 20 posts (1 D-1, 3 P-5, 3 P-4, 2 P-3, 3 P-2, and 8 Local level) ($4,858,500); and non-post requirements, including general temporary assistance, overtime and night differential, consultants, expert groups, and travel of staff ($245,900).

22.88 The net decrease is owing primarily to: (a) the proposed outward redeployment of a post at the P-4 level to the Economic Development and Integration Division (subprogramme 3), a post at the P-4 level to the Conference Services Section in the Administrative Services Division (programme support), and a Local level post to the Division for Emerging and Conflict-related Issues (subprogramme 7), as a result of the proposed organizational realignment ($810,100); (b) the proposed freeze of recruitment against an established post ($123,400) in line with General Assembly resolution 69/264; and (c) reduction of $5,700 under travel of staff and consultants that takes into account the anticipated impact of the approved standards of accommodation for air travel, and further efficiencies that ESCWA plans to bring about in 2016-2017.

22.89 During the biennium 2016-2017, the estimated extrabudgetary resources in the amount of $1,258,200 would: (a) strengthen the capacity of selected developing countries to design and implement equality-oriented public policies and programmes; (b) establish a community of practice at the regional or subregional level for operationalizing an ESCWA participatory approach in public policy processes; (c) strengthen national capacities for integrated, sustainable and inclusive population and development policies in the Arab region; (d) assist in responding to the

needs of young people in formulating inclusive and sustainable development policies by strengthening the capacity of Governments in the ESCAP, ECA and Arab regions to respond; and (e) implement a regional initiative on international migration and development. The increase of $1,017,500 mainly reflects requirements for building consensus on international migration issues.

Subprogramme 3
Economic development and integration

Resource requirements (before recosting): $8,944,100

22.90 Substantive responsibility for this subprogramme is vested in the Economic Development and Integration Division, formerly named the Economic Development and Globalization Division. The subprogramme will be implemented in accordance with the strategy detailed under subprogramme 3 of programme 19 of the biennial programme plan for the period 2016-2017.

Table 22.15 **Objectives for the biennium, expected accomplishments, indicators of achievement and performance measures**

Objective of the Organization: To achieve a decent standard of living for all people in Member States, through sustained, inclusive and integrated regional economic development

Expected accomplishments of the Secretariat	*Indicators of achievement*		*Performance measures*		
			2016-2017	*2014-2015*	*2012-2013*
(a) Member countries reform economic institutions and develop and implement policies based on principles of good governance in order to enable economic planning and policymaking in support of inclusive and sustainable development	(i) Number of member countries that commit to or pass regulatory reforms or legislation related to the improvement of governance in economic institutions	Target	4	–	–
		Estimate		2	–
		Actual			0
	(ii) Increased number of policies adopted by member countries related to good economic governance that are based on the ESCWA framework of assistance on good economic governance	Target	1	–	–
		Estimate		0	–
		Actual			0
	(iii) Number of member countries that improve their rating on established national and/or international indicators for good economic governance (such as business environment scorecards, open budget survey, and the World Bank's "ease of doing business" index)	Target	6	–	–
		Estimate		3	–
		Actual			0
	(iv) Number of member countries that use and implement the models advocated by ESCWA to prepare national development strategies for evidence-based policy dialogue	Target	1	–	–
		Estimate		0	–
		Actual			0
(b) Member countries design and implement pro-poor, rights- and evidence-based economic plans and policies towards eradicating poverty and reducing income inequality	(i) Number of member countries that adopt plans and policies that promote new methods of monitoring poverty	Target	3	–	–
		Estimate		–	–
		Actual			–
	(ii) Increased number of pro-poor, rights- and evidence-based plans designed and implemented	Target	1	–	–
		Estimate		0	–
		Actual			0

Expected accomplishments of the Secretariat	*Indicators of achievement*		*Performance measures* 2016-2017	2014-2015	2012-2013
(c) National policymaking institutions develop evidence-based tools to create decent and competitive jobs for men and women	(i) Number of member countries that design and incorporate an employment agenda into their national development planning mechanisms	Target	3	–	–
		Estimate		0	–
		Actual			0
	(ii) Number of member countries requesting and receiving ESCWA support in developing knowledge-based economic strategies and policies to reduce unemployment	Target	4	–	–
		Estimate		2	–
		Actual			0
(d) Member countries and regional institutions develop policies and implementation mechanisms towards economic policy convergence	(i) Number of member countries taking steps towards coordinating their fiscal and monetary policies	Target	4	–	–
		Estimate		2	–
		Actual			0
	(ii) Number of member countries that set up a mechanism for the coordination of fiscal policies	Target	4	–	–
		Estimate		2	–
		Actual			0
(e) Member countries and regional institutions develop plans and policies for cross-border infrastructure, especially in transport and trade facilitation	(i) Number of member countries that improve in major logistic performance indicators	Target	4	–	–
		Estimate		2	–
		Actual			0
	(ii) Number of member countries that adopt or develop plans or programmes containing new measures articulated in the trade facilitation agreement of the World Trade Organization	Target	4	–	–
		Estimate		2	–
		Actual			0
	(iii) Number of member countries that adopt the Integrated Transport System in the Arab Mashreq agreements and create national committees for transport and trade facilitation	Target	45	–	–
		Estimate		44	–
		Actual			43

External factors

22.91 The subprogramme is expected to achieve its objective and expected accomplishments on the assumption that: (a) member States remain committed to increasing subregional and regional cooperation and integration; (b) there are no significant shortfalls in extrabudgetary funding; (c) the political and security situation in member States and the region allows the implementation of the work plan; and (d) up-to-date and reliable statistics are made available.

Outputs

22.92 During the biennium 2016-2017, the following outputs will be delivered:

(a) Servicing of intergovernmental and expert bodies (regular budget):

(i) Economic and Social Commission for Western Asia: parliamentary documentation: report of the ninth session of the Technical Committee on Liberalization of Foreign Trade, Economic Globalization and Financing for Development in the Countries of the ESCWA Region (1); report of the tenth session of the Technical Committee on

Liberalization of Foreign Trade, Economic Globalization and Financing for Development in the Countries of the ESCWA Region (1); report of the sixteenth session of the Committee on Transport (1);

(ii) Technical Committee on Liberalization of Foreign Trade, Economic Globalization and Financing for Development in the Countries of the ESCWA Region:

a. Substantive servicing of meetings: substantive servicing of the eleventh session of the Technical Committee on Liberalization of Foreign Trade, Economic Globalization and Financing for Development in the Countries of the ESCWA Region — focus on trade in services (4); substantive servicing of the twelfth session of the Technical Committee on Liberalization of Foreign Trade, Economic Globalization and Financing for Development in the Countries of the ESCWA Region — focus on finance (4);

b. Parliamentary documentation: regional financial integration (1); promoting trade in services in the Arab States region (1); trade policy convergence in GAFTA member States: evaluation and challenges for trade integration (1); rethinking multidimensional poverty for the Arab region (1); trade, industrial policy and employment in the Arab region (1);

(iii) Committee on Transport:

a. Substantive servicing of meetings: substantive servicing of the seventeenth session of the Committee (4); substantive servicing of the eighteenth session of the Committee (4);

b. Parliamentary documentation: follow-up report on the implementation of the Integrated Transport System in the Arab Mashreq (2); assessing transport connectivity in the Arab States region (1);

(iv) Ad hoc expert groups: developing economic governance standards (1); Arab economic governance (1); regional economic situation and prospects (2); multi-dimensional poverty analysis and policy recommendations (with least developed countries' representatives) (1); multi-dimensional poverty analysis and policy recommendations (with middle income countries' representatives) (1); expert group meeting on the Arab Development Outlook (1); evaluation and monitoring of macroeconomic policies coordination (1); international conference on banking for sustainable development in the Arab region (1); expert group meeting on transport connectivity and regional value chains (1); expert group meeting on deepening regional economic integration through the liberalization of trade in services in the Arab region (prospects, requisites and implications) (1); regional seminar on debt management in the Arab region (1); regional seminar on foreign direct investment for sustainable development (1);

(b) Other substantive activities (regular budget):

(i) Recurrent publications: Survey of Economic and Social Developments in the Arab Region 2015-2016 (1); Survey of Economic and Social Developments in the Arab Region 2016-2017 (1); Arab Development Outlook 2017 (1); second edition of the Arab Economic Integration Report (1);

(ii) Non-recurrent publications: Arab Poverty Report (1); Transport Connectivity and Regional Value Chains (1);

(iii) Technical material:

a. Identification of barriers to trade in services in selected Arab countries (1); monitoring and evaluating the progress of the Arab Customs Union (1); follow-up report on the status of implementation of Trade Facilitation Agreement in Arab countries in preparation for the ministerial meeting of the World Trade Organization in 2017 (1); economic governance standards (1); annual fiscal and balance of payments situation survey for Arab countries (2016) (1); annual fiscal and balance of payments situation survey for Arab countries (2017) (1); manual on national development planning in the Arab region (1);

b. Technical papers on: regional impact of the conflict on neighbouring countries (for example, Iraq, Libya and the Syrian Arab Republic) (1); regional technical thematic papers on multi-dimensional poverty (1); public expenditure policies addressing multi-dimensional poverty (1); trade, industry and employment (1); balance of payments constrained growth (1); introducing household heterogeneity in regional model (1); introducing knowledge economies externalities in the global computable general equilibrium model (1); debt management in the Arab region (1); rethinking investment policies in the Arab region (1); rethinking the Human Development Index for Arab countries (1); inclusive finance and access to the financial sector in the Arab region (1); governance of sovereign wealth funds in the Arab region (1); integration of green economy into the national planning of Arab countries (1); economic governance/planning issues in the Arab region (1); advancing the measurement of multidimensional poverty in the Arab region (1); methodology to monitor sectoral policy harmonization (1); estimating trade restrictiveness index for selected service sectors (1); estimating the impacts of liberalization of trade in services (1); development of the system of indices for assessing Arab economic integration (development of new indices) (1); identifying policies for economic transformation through a better connectivity to global value chains (1);

c. Policy papers: towards a pan-Arab knowledge economy (1); regional impacts of armed conflicts in the region (1); an overview of the private sector in the Arab region (1);

d. Technical papers/policy briefs on: poverty in Egypt (1); poverty in Palestine (1); poverty in Libya (1); poverty in the Sudan (1); poverty in Yemen (1); poverty in Morocco (1); poverty in Oman (1);

(iv) Special events: launch of the Survey of Economic and Social Development in the Arab Region 2016 (1); launch of the Survey of Economic and Social Development in the Arab Region 2017 (1); high-level launch of the Arab Poverty Report and media outreach (1); launch of the Arab Development Outlook report and media outreach (1); launch of the Arab Economic Integration report 2017 (1);

(v) Contributions to joint outputs: contribution to the *Arab Governance Report* (subprogramme 7) (1); regional inputs to the annual publication of the Department of Economic and Social Affairs of the Secretariat: *World Economic Situation and Prospects* (2); contribution to the joint United Nations-World Bank report on Lebanon (1); Arab Economics Conference (1); participation in and contribution to the Global Trade Analysis Project conference (2016) (1); participation in and contribution to the Global Trade Analysis Project conference (2017) (1); participation in and contribution to the Economic Research Forum (1); participation in and contribution to the conference organized by the Arab Organization for Administrative Development and the League of Arab States (2); participation in and contribution to the conference organized

by the Organization for Economic Cooperation and Development on Corporate Governance in the Middle East and North Africa (2); participation in and contribution to Basil Fuleihan Conference on public financial management 2016 (1); participation in and contribution to Basil Fuleihan Conference on public financial management 2017 (1); participation in and contribution to the surveys on aid for trade of the Organization for Economic Cooperation and Development (2); participation in and contribution to the Initiative on Global Value Chains, Production Transformation and Development of the Organization for Economic Cooperation and Development (2);

(c) Technical cooperation (regular budget/extrabudgetary):

(i) Training courses, seminars and workshops: workshop on regional impacts of armed conflicts in the region (1).

22.93 The distribution of resources for subprogramme 3 is reflected in table 22.16.

Table 22.16 **Resource requirements: subprogramme 3**

	Resources (thousands of United States dollars)		*Posts*	
	2014-2015	*2016-2017 (before recosting)*	*2014-2015*	*2016-2017*
Regular budget				
Post	7 490.3	8 460.8	30	34
Non-post	501.7	483.3	–	–
Subtotal	**7 992.0**	**8 944.1**	**30**	**34**
Extrabudgetary	500.0	1 575.1	–	–
Total	**8 492.0**	**10 519.2**	**30**	**34**

22.94 The amount of $8,944,100, reflecting a net increase of $952,100, provides for the financing of 34 posts (1 D-1, 4 P-5, 8 P-4, 4 P-3, 3 P-2 and 14 Local level) ($8,460,800); and non-post requirements, including general temporary assistance, consultants, expert groups, and travel of staff ($483,300).

22.95 The net increase reflects mainly: (a) the proposed inward redeployment of two posts (1 P-2 and 1 Local level) from the Sustainable Development Policies Division (subprogramme 1), one post at the P-4 level from the Social Development Division (subprogramme 2), and the proposed establishment of a post of Economic Affairs Officer at the P-3 level as result of the proposed organizational realignment ($970,500), offset in part by; (b) a reduction of $18,400 under travel of staff and general temporary assistance that takes into account the anticipated impact of the approved standards of accommodation for air travel and further efficiencies that ESCWA plans to bring about in 2016-2017.

22.96 During the biennium 2016-2017, estimated extrabudgetary resources of $1,575,100 would provide for the implementation of projects on: (a) capacity-building for the mobilization of financial resources for sustainable development in the Arab region; (b) capacity development of staff in the ministries of planning of member States in the area of macroeconomic planning and modelling for inclusive development (structural assessment and macroeconomic modelling, application of computable general equilibrium models and social accounting matrix building, and global modelling techniques); (c) preparation of a multidisciplinary economic policy module/forum to be delivered as part of the economic policy training course catered for high-level decision makers; and (d) development of national development agendas for selected member States (Iraq, Libya, the

Syrian Arab Republic). The increase of $1,075,100 mainly reflects higher demand for the above-mentioned projects from member States, and is the result of the anticipated increase in the level of partnership with donors resulting from the implementation of projects in the biennium 2014-2015.

Subprogramme 4
Technology for development and regional integration

Resource requirements (before recosting): $3,831,500

22.97 Substantive responsibility for this subprogramme is vested in the Technology for Development Division, formerly named Information and Communications Technology Division. The subprogramme will be implemented in accordance with the strategy detailed under subprogramme 4 of programme 19 of the biennial programme plan for the period 2016-2017.

22.98 The name of subprogramme 4 of programme 19 of the biennium programme plan has been changed from "Information and Communications Technology for regional integration" to "Technology for development and regional integration", pursuant to ESCWA resolution 315 (XXVIII), endorsed by the Economic and Social Council in its resolution 2014/35.

Table 22.17 **Objectives for the biennium, expected accomplishments, indicators of achievement and performance measures**

Objective of the Organization: To promote inclusive and sustainable development by building an information society and knowledge economy in ESCWA member countries that leverage technology and innovation in accordance with the regional development requirements and the outcomes of the internationally agreed development objectives

Expected accomplishments of the secretariat	*Indicators of achievement*		*Performance measures*		
			2016-2017	*2014-2015*	*2012-2013*
(a) Member countries develop or update strategies and policies that leverage human resources, innovation and modern technology towards knowledge-based economy and information society as the new paradigm for employment and sustainable economic growth	(i) Number of public institutions adopting strategies, road maps and/or solutions to foster technological innovation that enhance economic growth	Target	8	–	–
		Estimate		6	–
		Actual			4
	(ii) Number of member countries that develop or update strategies and policies that leverage information and communications technology (ICT) and innovation to enhance the impact on social and economic development	Target	8	–	–
		Estimate		6	–
		Actual			4
(b) Member countries coordinate implementation of harmonized policy, legal and regulatory frameworks in science, technology, innovation and ICT, to foster the development of regional platforms and services	(i) Number of member countries implementing harmonized policies and/or legal and regulatory frameworks in science, technology and innovation and ICT	Target	9	–	–
		Estimate		7	–
		Actual			4
	(ii) Increased number of regional science, technology and innovation and ICT initiatives that aim to build a knowledge society and/or encourage complementary partnerships for economic development in the Arab region	Target	10	–	–
		Estimate		8	–
		Actual			5

Expected accomplishments of the secretariat	*Indicators of achievement*		*Performance measures*		
			2016-2017	*2014-2015*	*2012-2013*
(c) Public institutions deploy ICT policies and e-government services based on good governance principles, with focus on open government in general and e-participation in particular	(i) Increased number of initiatives focusing on trends in e-government, such as open government and e-participation	Target	4	–	–
		Estimate		3	–
		Actual			1
	(ii) Number of public institutions deploying open government and e-government services	Target	10	–	–
		Estimate		5	–
		Actual			1

External factors

22.99 The subprogramme is expected to achieve its objective and expected accomplishments on the assumption that: (a) the political situation in the region is conducive to socioeconomic development; (b) the security environment does not deteriorate; (c) member States have the capacity and commitment to reorient their economic and social structures and policies; (d) national institutions are willing to provide relevant and timely information; (e) adequate extrabudgetary resources are made available to support additional activities as needed; and (f) member States are committed to increasing subregional and regional cooperation and integration.

Outputs

22.100 During the biennium 2016-2017, the following outputs will be delivered:

(a) Servicing of intergovernmental and expert bodies (regular budget):

(i) Economic and Social Commission for Western Asia: parliamentary documentation: activities of the ESCWA Technology Centre over the period 2014-2015 (1); report on the progress achieved in implementing the Arab Internet Governance Forum process (1);

(ii) Committee on Technology for Development: substantive servicing of the first session of the Inter-Governmental Committee on Technology for Development (4);

(iii) Ad hoc expert groups: expert group meetings on mechanisms for advancing innovation for economic development in the Arab region (1); expert group meetings on the World Summit on the Information Society (WSIS) Beyond 2015: strategic perspectives, selected priority issues and action plans for the Arab region (1); expert group meeting on Internet governance beyond 2015: Phase I (1); expert group meeting on Internet governance beyond 2015: Phase II (1);

(iv) Assistance to representatives and rapporteurs: Assistance to the League of Arab States and its organizations on ICT policies and strategies, Internet governance, Arabic domain names, space and satellite technologies, digital Arabic content, and science and innovation (2);

(b) Other substantive activities (regular budget):

(i) Non-recurrent publications: Technology for Development: Horizon 2030 (1); Information Society and Digital Economy: Strategic Perspectives and Selected Priority Issues for the Arab Region (1); a study on innovation for knowledge-based economies in the Arab region: enhancing the innovation framework in the Arab region (1);

(ii) Audiovisual resources: web page/applications on promoting digital Arabic content start-ups and entrepreneurs in the Arab region (1); webpage on the ICT sector and digital economy (1);

(iii) Technical material: selected priority areas for the peaceful use of space and satellite technology in the Arab region (1); Internet governance beyond 2015 (1); study on best innovative public sector practices for improved services (1); smart Governments and smart sectors for smart societies in the Arab region (1); innovation landscape in the Arab region (1);

22.101 The distribution of resources for subprogramme 4 is reflected in table 22.18.

Table 22.18 **Resource requirements: subprogramme 4**

	Resources (thousands of United States dollars)		*Posts*	
	2014-2015	*2016-2017 (before recosting)*	*2014-2015*	*2016-2017*
Regular budget				
Post	4 536.3	3 598.5	17	14
Non-post	240.1	233.0	–	–
Subtotal	**4 776.4**	**3 831.5**	**17**	**14**
Extrabudgetary	188.3	3 887.1	–	–
Total	**4 964.7**	**7 718.6**	**17**	**14**

22.102 The amount of $3,831,500, reflecting a net decrease of $944,900, provides for the financing of 14 posts (1 D-1, 3 P-5, 1 P-4, 1 P-3, 1 P-2, 1 National Professional Officer, 6 Local level) ($3,598,500), and non-post requirements, including general temporary assistance, overtime and night differential, consultants, expert groups and travel of staff ($233,000).

22.103 The net decrease is owing to: (a) the proposed outward redeployment of two posts (1 P-4, 1 P-3) to the Statistics Division (subprogramme 5) and one post (P-4) to the Programme Planning and Technical Cooperation Section under Programme support as a result of the proposed organizational realignment ($937,800); and (b) the reduction of $7,100 under travel of staff and consultants that takes into account the anticipated impact of the approved standards of accommodation for air travel and further efficiencies that ESCWA plans to bring about in 2016-2017.

22.104 During the biennium 2016-2017, estimated extrabudgetary resources in the amount of $3,887,100 would support the implementation of activities under this subprogramme, including that of the ESCWA Technology Centre. Those activities include: (a) technical materials on bridging technology and knowledge divides in the Arab region; (b) a project on harnessing digital Arabic content to enhance the knowledge economy in the Arab region; (c) a capacity-building workshop on harnessing technologies for achieving sustainable development goals in the Arab region; (d) a workshop on commercialization tours in smart sectors for smart societies; and (e) a project on smart sectors for smart societies. The increase of $3,698,800 mainly reflects increased interest of donors in technology-related projects in the region as part of an important component for sustainable development.

Subprogramme 5
Statistics for evidence-based policymaking

Resource requirements (before recosting): $4,763,300

22.105 Substantive responsibility for this subprogramme is vested in the Statistics Division. The subprogramme will be implemented in accordance with the strategy detailed under subprogramme 5 of programme 19 of the biennial programme plan for the period 2016-2017.

Table 22.19 **Objectives for the biennium, expected accomplishments, indicators of achievement and performance measures**

Objective of the Organization: To strengthen regional and national statistical systems for the production and dissemination of quality statistics for evidence-based policies for inclusive and sustainable development, regional integration and improved governance

Expected accomplishments of the secretariat	*Indicators of achievement*		*Performance measures*		
			2016-2017	*2014-2015*	*2012-2013*
(a) National statistical offices implement methodologies in line with good practices and international standards and recommendations	(i) Number of ESCWA member countries that adopted, with the assistance of ESCWA, new or revised international statistical standards, including the System of National Accounts and foundational socioeconomic classifications	Target	15	13	12
		Estimate		13	12
		Actual			12
	(ii) Increased number of assistance/capacity-building activities related to implementing international standards and recommendations provided by ESCWA upon the request of member countries	Target	35	–	–
		Estimate		27	–
		Actual			22
(b) Stakeholders make greater use of quality statistics and methodological studies produced and disseminated by ESCWA	(i) Increased number of queries to ESCWA online statistical databases	Target	500	350	300
		Estimate		400	300
		Actual			300
	(ii) Increased number of citations and references to ESCWA statistical databases and publications	Target	300	–	–
		Estimate		250	–
		Actual			100
(c) Regional and national statistical institutions adopt agreements and guidelines for harmonization and comparability of official statistics	(i) Number of strategies adopted for the harmonization of statistics in the region reached between ESCWA and national statistical offices	Target	3	–	–
		Estimate		2	–
		Actual			1
	(ii) Increased number of agreements and guidelines developed under the auspices of ESCWA and adopted by the Statistical Committee of ESCWA or another statistical authority in the region	Target	3	–	–
		Estimate		2	–
		Actual			1

External factors

22.106 The subprogramme is expected to achieve its objective and expected accomplishments on the assumption that: (a) there is political acceptance of specific international statistical standards; (b) there is availability of data from national sources for specific countries/indicators; (c) there is availability of appropriate technological and publishing tools; (d) particular statistical subject matter areas are not affected by large gaps between more and less statistically advanced countries; and (e) there are no limitations caused by regional (and international) partners pursuing their particular data at the expense of harmonious and coordinated regional development in statistics.

Outputs

22.107 During the biennium 2016-2017, the following outputs will be delivered:

(a) Servicing of intergovernmental and expert bodies (regular budget):

(i) Economic and Social Commission for Western Asia: parliamentary documentation: report on the twelfth session of the Statistical Committee (1);

(ii) Statistical Committee:

a. Substantive servicing of the fifth meeting of the Bureau of the Statistical Committee (1); substantive servicing of the twelfth session of the Statistical Committee (4);

b. Parliamentary documentation: review of the status of implementation of the Fundamental Principles of Official Statistics (1); glossaries of statistical terms — selected areas agreed through an intergovernmental consultative process (2);

(iii) Ad hoc expert group meetings: Advisory Group on Social and Demographic Statistics (1); Inter-secretariat and Expert Group on Gender Statistics (1); Advisory Group on Environment and Energy Statistics (1); Advisory Group on Sectoral Economic Statistics (1); Working Group on Measuring Impact of Statistical Capacity Development (1); Advisory Group on Economic Statistics and National Accounts (1); advisory groups on Civil Registration and Vital Statistics (1); advisory groups on harmonization of microdata sets (1);

(b) Other substantive activities (regular budget):

(i) Recurrent publications: *Arab Society — compendium of demographic and social indicators* (1); *Compendium of Environment Statistics in the Arab Region* (1); *e-Bulletin on external trade statistics of the Arab region* (1); *e-Bulletin on national accounts of the Arab countries* (1);

(ii) Booklets, fact sheets, wallcharts, information kits: online Arab country profiles (1); quarterly Ensaf newsletter on gender statistics (2); quarterly Inflation Outlook (2); Statistical Newsletter (2016, 2017) (2);

(iii) Technical material: study on methodological issues of demographic and social statistics (1); study on methodological issues of economic statistics (1); analysis of the ability of national statistical offices to provide data for the core set of indicators (1); developing a tool for aggregation and derived series including regional and subregional aggregates (1); special interfaces to services such as: Google Public Data-mobile applications (mobile devices friendly interfaces), downloadable standardized formats — Statistical Data and Metadata eXchange (SDMX) geospatial interface to ESCWA data (1);

harmonized set of statistical questionnaires covering areas of data needed for ESCWA studies (1);

(iv) Contribution to joint outputs: data collection and methodologies data for ESCWA studies (2);

(v) Substantive servicing of inter-agency meetings: Committee on Coordination of Statistical Activities (2); bimonthly coordination meetings of the Department of Economic and Social Affairs and ESCWA (2); meetings of the United Nations system statistical divisions (on the side of the Committee on Coordination of Statistical Affairs) (2); participation in and contribution to meetings of other United Nations agencies on economic and social statistics areas (1); convening the Task Force on Statistical Coordination of the Regional Coordination Mechanism (2); substantive servicing of the regional committee on Global Geospatial Information Management (Arab States) with the Department of Economic and Social Affairs and the United Nations Development System (2);

(c) Technical cooperation (regular budget/extrabudgetary):

(i) Advisory services: completed global assessments on selected national statistical systems (with ECE, the Arab Institute for Training and Research in Statistics, the Statistical Centre for the Cooperation Council for the Arab Countries of the Gulf) (3);

(ii) Field projects: regional implementation of the Global Strategy on Agriculture and Rural Development Statistics (with the Food and Agriculture Organization of the United Nations) (1); improving short-term economic indicators (1); improving the civil registration system (1); sustainable development indicators in the context of the post-2015 development agenda (1); harmonization of price statistics and national account activities and production of biannual purchasing power parity (PPP) estimates in the Arab region (1);

22.108 The distribution of resources for subprogramme 5 is reflected in table 22.20.

Table 22.20 **Resource requirements: subprogramme 5**

	Resources (thousands of United States dollars)		*Posts*	
	2014-2015	*2016-2017 (before recosting)*	*2014-2015*	*2016-2017*
Regular budget				
Post	3 963.8	4 533.6	16	18
Non-post	237.9	229.7	–	–
Subtotal	**4 201.7**	**4 763.3**	**16**	**18**
Extrabudgetary	73.0	529.9	–	–
Total	**4 274.7**	**5 293.2**	**16**	**18**

22.109 The amount of $4,763,300, reflecting a net increase of $561,600, would provide for the partial financing of 18 posts (1 D-1, 2 P-5, 3 P-4, 4 P-3, 1 P-2, and 7 Local level) ($4,533,600), and non-post requirements, including general temporary assistance, consultants, expert groups, and travel of staff ($229,700).

22.110 The net increase is owing to: (a) the proposed inward redeployment of two posts (1 P-4 and 1 P-3) from the Technology for Development Division (subprogramme 4) as a result of the proposed

organizational realignment ($606,800) offset in part by: (b) the proposed freeze in recruitment against an established post ($37,000) in line with General Assembly resolution 69/264 and a reduction of $8,200 under travel of staff and consultants that takes into account the anticipated impact of the approved standards of accommodation for air travel and further efficiencies that ESCWA plans to bring about in 2016-2017.

22.111 During the biennium 2016-2017, estimated extrabudgetary resources in the amount of $529,900 would provide for the implementation of projects on: (a) regional implementation of the Global Strategy on Agriculture and Rural Development Statistics (with the Food and Agriculture Organization of the United Nations); (b) improving the Civil Registration System; and (c) harmonization of price statistics and national account activities and production of biannual estimates of purchasing power parity in the Arab region. The increase of $456,900 mainly reflects the implementation of additional projects related to improvement of the Civil Registration System.

Subprogramme 6
Advancement of women

Resource requirements (before recosting): $3,133,000

22.112 Substantive responsibility for this subprogramme is vested in the ESCWA Centre for Women. The subprogramme will be implemented in accordance with the strategy detailed under subprogramme 6 of programme 19 of the biennial programme plan for the period 2016-2017.

Table 22.21 **Objectives for the biennium, expected accomplishments, indicators of achievement and performance measures**

Objective of the Organization: To reduce gender imbalances, encourage exchange of lessons learned between member countries and contribute to increased respect of the rights of women in line with international conventions and conferences

Expected accomplishments of the secretariat	*Indicators of achievement*		*Performance measures*		
			2016-2017	*2014-2015*	*2012-2013*
(a) Member countries design and implement inclusive gender-sensitive strategies and plans towards the elimination of gender discrimination and violations of the economic and social rights of women	(i) Increased number of inclusive gender-sensitive strategies designed with the assistance of ESCWA	Target	3	–	–
		Estimate		2	–
		Actual			1
	(ii) Increased number of inclusive gender-sensitive action plans implemented with the assistance of ESCWA	Target	3	–	–
		Estimate		2	–
		Actual			0
(b) Member countries collaborate on the development and implementation of regional frameworks that are in line with international conventions and conferences relevant to the rights of women and gender equality	(i) Increased number of subregional or regional frameworks that are in line with international conventions, conferences and agreements	Target	4	–	–
		Estimate		2	–
		Actual			0
	(ii) Increased number of regional networks established with the assistance of ESCWA for collaboration and cooperation on women's issues	Target	2	–	–
		Estimate		1	–
		Actual			0
(c) Member countries establish institutional mechanisms that ensure the effective participation of women in decision-making processes	(i) Increased number of established mechanisms, including yearly campaigns to increase access to decision-making processes	Target	5	–	–
		Estimate		3	–
		Actual			1

Expected accomplishments of the secretariat	Indicators of achievement	Performance measures	2016-2017	2014-2015	2012-2013
	(ii) Increased number of committees that include civil society organizations and national machineries for the advancement of women established with the assistance of ESCWA to collaborate on drafting national reports to the Committee on the Elimination of Discrimination against Women	Target	2	–	–
		Estimate		1	–
		Actual			0

External factors

22.113 The subprogramme is expected to achieve its objective and expected accomplishments on the assumption that: (a) there is political will for enhancing the role of national mechanisms and strengthening dialogue with civil society; (b) member States take measures to align their commitments to the outcomes of international conventions and conferences on gender equality and the advancement of women with existing laws, regulations and practices; (c) the political situation in the region does not further deteriorate; and (d) current political changes in the region do not reverse acquired gains and lead to a deepening of the inequality of gap.

Outputs

22.114 During the biennium 2016-2017, the following outputs will be delivered:

(a) Servicing of intergovernmental and expert bodies (regular budget):

(i) Economic and Social Commission for Western Asia: parliamentary documentation: report to the Commission of the seventh session of the Committee on Women (1);

(ii) Committee on Women:

a. Substantive servicing of meetings: substantive servicing of the eighth session of the Committee on Women (4);

b. Parliamentary documentation: report on gender and sustainable development goals (1); report on gender mainstreaming in public institutions (1);

(iii) Ad hoc expert group meetings: expert group meeting on the Strategic Framework on Effective Institutional Gender Mainstreaming in the Arab Region (1); consultative expert group meeting to present the findings of the report on the status of Arab women (1); consultative expert group meeting on gender equality, demographic changes and female migration in the Arab region (1); consultative expert group meeting on Arab Women and the New Social Contract: Towards Meaningful Engagement and Participation in Decision-making (1);

(b) Other substantive activities (regular budget):

(i) Recurrent publications: *Status of Arab Women Report* (1); *Arab Women and the New Social Contract: Towards Meaningful Engagement and Participation in Decision-making* (1);

(ii) Non-recurrent publications: strategic framework on effective institutional gender mainstreaming in the Arab region (1); gender equality, demographic changes and female migration in the Arab region (1);

(iii) Booklets, pamphlets, fact sheets: poster for the eighth session of the Committee on Women (1); information kit for the eighth session of the Committee on Women (1);

(iv) Technical material: preparation by the ESCWA Centre for Women of a gender policy brief on Arab women, leadership and political participation (1); preparation by the ESCWA Centre for Women of a gender policy brief on a gender perspective on the agricultural sector and food security in the Arab region (1); preparation by the ESCWA Centre for Women of a gender policy brief on Arab women and economic participation: strategies for improvement (1); preparation of a gender policy brief by the Centre for Women on female labour migration in the Arab region: status and rights (1); preparation of a gender policy brief by the Centre for Women on the economic contribution of Arab female migrant workers (1); 2016 report on the social and economic situation of Palestinian women under Israeli Occupation in 2015-2016 (1); e-regional network on sharing best practices and cross-border regional collaboration on effective gender mainstreaming in national institutions (1);

(v) Special events: commemoration of International Women's Day in 2016 and 2017 (2); commemoration of the International Day for the Elimination of Violence against Women in 2016 and 2017 (2); thematic launch of publications (2); meetings of gender discussion series (4).

22.115 The distribution of resources for subprogramme 6 is reflected in table 22.22.

Table 22.22 **Resource requirements: subprogramme 6 — advancement of women**

	Resources (thousands of United States dollars)		*Posts*	
	2014-2015	*2016-2017 (before recosting)*	*2014-2015*	*2016-2017*
Regular budget				
Post	2 860.3	2 860.3	11	11
Non-post	276.2	272.7	–	–
Subtotal	**3 136.5**	**3 133.0**	**11**	**11**
Extrabudgetary	67.6	210.5	–	–
Total	**3 204.1**	**3 343.5**	**11**	**11**

22.116 The amount of $3,133,000, reflecting a net decrease of $3,500, provides for the financing of 11 posts (1 D-1, 1 P-5, 2 P-4, 2 P-3, 1 P-2, 4 Local level) ($2,860,300), and non-post requirements, including general temporary assistance, overtime and night differential, consultants, expert groups, and travel of staff ($272,700).

22.117 The net decrease reflects reductions under travel of staff that take into account the anticipated impact of the approved standards of accommodation for air travel and further efficiencies in overtime and night differential that ESCWA plans to bring about in 2016-2017.

22.118 During the biennium 2016-2017, estimated extrabudgetary resources in the amount of $210,500 would provide for the implementation of projects on: (a) gender mainstreaming in public institutions in the Arab region; and (b) women and leadership in the Arab region. The projected increase in the amount of $142,900 reflects the increased interest of donors in the related issues.

Subprogramme 7
Conflict mitigation and development

Resource requirements (before recosting): $3,692,600

22.119 Substantive responsibility for this subprogramme is vested in the Division for Emerging and Conflict-related Issues. The subprogramme will be implemented in accordance with the strategy detailed under subprogramme 7 of programme 19 of the biennial programme plan for the period 2016-2017.

Table 22.23 **Objectives for the biennium, expected accomplishments, indicators of achievement and performance measures**

Objective of the Organization: To mitigate the impact of crises, including occupation, and to address development and institutional challenges associated with ongoing transformations in the Arab region

Expected accomplishments of the secretariat	*Indicators of achievement*		*Performance measures*		
			2016-2017	*2014-2015*	*2012-2013*
(a) Public institutions develop governance strategies and policies to enhance their performance and service provision abilities, including developing nationally led and owned monitoring and analysis capacities, particularly in crisis-affected countries and least developed countries	(i) Increased number of member countries seeking and receiving substantive and technical assistance related to the development of governance strategies and policies that aim to enhance the public sector's performance and service provision abilities	Target	2	–	–
		Estimate		1	–
		Actual			0
	(ii) Increased percentage of civil servants that report having benefited from the outputs and activities of ESCWA on the development of governance strategies and policies, including developing nationally led and owned monitoring and analysis capacities	Target	75	–	–
		Estimate		50	–
		Actual			0
(b) Member countries respond to development challenges associated with transformations in the region through the formulation of nationally led and owned suitable development strategies and policies	(i) Increased percentage of civil servants participating in forums organized by ESCWA that report having benefited from ESCWA outputs on responding to challenges associated with transformations in the region	Target	75	–	–
		Estimate		50	–
		Actual			0
	(ii) Increased number of member countries initiating activities as a consequence of ESCWA outputs on addressing challenges associated with transformations in the region	Target	2	–	–
		Estimate		1	–
		Actual			0
(c) Public institutions develop or implement strategies for the mitigation of the negative direct impact of the Israeli occupation and crises, as well as its indirect ramifications on development in the region	(i) Increased percentage of civil servants and civil society organization representatives participating in activities organized by ESCWA who report having benefited from its outputs dedicated to strengthening their abilities to carry out their respective developmental mandates and thereby mitigating the impact and repercussions of Israeli occupation	Target	75	–	–
		Estimate		50	–
		Actual			0

Expected accomplishments of the secretariat	*Indicators of achievement*		*Performance measures*		
			2016-2017	*2014-2015*	*2012-2013*
	(ii) Increased number of public institutions seeking and receiving substantive and technical assistance based on ESCWA outputs related to strengthening the development capabilities of the public sector so as to reduce the impact and repercussions of Israeli occupation on development in the region	Target	2	–	–
		Estimate		1	–
		Actual			0

External factors

22.120 The subprogramme is expected to achieve its objective and expected accomplishments on the assumption that: (a) there is no sudden shortfall in funding; (b) the political environment in some member States remains conducive to institutional capacity-building based on good governance practices; and (c) State institutions are not reluctant to induce participatory approaches in planning processes.

Outputs

22.121 During the biennium 2016-2017, the following outputs will be delivered:

(a) Servicing of intergovernmental and expert bodies (regular budget):

(i) Economic and Social Council: parliamentary documentation: report on the economic and social repercussions of the Israeli occupation on the living conditions of the Palestinian people in the Occupied Palestinian territory, including occupied East Jerusalem, and of the Arab population of the occupied Syrian Golan (2);

(ii) Ad hoc expert groups: monitoring governance progress (1); challenges of reform during transition (1); mitigating the ramifications of conflict through development (1); assessing the impact of conflict and occupation on Arab development and cooperation (1); joint League of Arab States/Arab Organization for Administrative Development/ESCWA annual conference (1);

(b) Other substantive activities (regular budget):

(i) Recurrent publications: *Trends and Impacts in Conflict Settings: Issue No. 5* (1); *Arab Governance Report* (1);

(ii) Non-recurrent publications: "Sustainable development goals and governance" (1); "Spillover effect of conflict and instability: regional ramifications and mitigation mechanisms" (1);

(iii) Booklets, pamphlets and fact sheets: booklet on the socioeconomic conditions in the Occupied Palestinian Territory (1); fact sheet on the socioeconomic conditions in the Occupied Palestinian Territory (1); wallchart on the impact of conflict on the socioeconomic development of the Palestinian people (2016 and 2017) (2);

(iv) Technical material:

a. Technical papers on: institution-building and service delivery for good governance (1); damage, disaster and needs assessment (1); neighbourhood effect

and political transformation: breaking the impasse (1); monitoring the implementation of the resolutions adopted by the United Nations Conference on the Least Developed Counties (Istanbul, Turkey, May 2011) (2); impact of fragile States on stability and development of the Arab region (1);

b. Working paper series 2016: review on transition, governance, occupation and crisis-related issues (1); working paper series 2017: impact of conflict on development in the Arab region (1);

c. Audiovisual resources: the Arab Governance Report portal (1);

(v) Special events: commemoration of the International Day of Solidarity with the Palestinian People (2); launch of the report on the economic and social repercussions of the Israeli occupation on the living conditions of the Palestinian people in the Occupied Palestinian Territory, including East Jerusalem, and of the Arab population in the occupied Syrian Golan (2);

(vi) Contribution to joint outputs: contribution to the work of the Division for Public Administration and Development Management of the Department of Economic and Social Affairs of the Secretariat on inclusive governance (2); contribution to the work of the United Nations country teams in conflict-affected countries and countries in transition (Libya, State of Palestine, Yemen) (2); contribution to the United Nations Public Administration Network website with ESCWA publications and training modules on governance (2);

(c) Technical cooperation:

(i) Field projects: institution-building and service delivery for good governance (1); assisting and monitoring progress on governance in the Arab region (1); supporting the Government of Yemen in pre-empting potential conflict in implementing the national dialogue outcomes (1); development in spite of conflict in Iraq and the Syrian Arab Republic: getting out of the humanitarian assistance dependency trap (1).

22.122 The distribution of resources for subprogramme 7 is reflected in table 22.24.

Table 22.24 **Resource requirements: subprogramme 7**

	Resources (thousands of United States dollars)		*Posts*	
	2014-2015	*2016-2017 (before recosting)*	*2014-2015*	*2016-2017*
Regular budget				
Post	3 095.7	3 391.9	11	13
Non-post	306.8	300.7	–	–
Subtotal	**3 402.5**	**3 692.6**	**11**	**13**
Extrabudgetary	4 771.4	1 032.6	–	1
Total	**8 173.9**	**4 725.2**	**11**	**14**

22.123 The amount of $3,692,600, reflecting a net increase of $290,100, provides for the financing of 13 posts (1 D-1, 2 P-5, 2 P-4, 2 P-3, 1 P-2, 5 Local level) ($3,391,900) and non-post requirements, including general temporary assistance, overtime and night differential, consultants, expert groups, and travel of staff ($300,700).

22.124 The net increase is owing to the proposed inward redeployment of two Local level posts, comprising one from the Social Development Division (subprogramme 2) and one from the Strategy, Evaluation and Partnership Section (programme support) as a result of the proposed organizational realignment ($296,200), which is offset in part by the net reduction of $6,100, mainly under travel of staff, that takes into account the anticipated impact of the approved standards of accommodation for air travel.

22.125 During the biennium 2016-2017, estimated extrabudgetary resources in the amount of $1,032,600 would complement the normative and analytical work of the subprogramme in the area of: (a) assisting member States in enhancing institutional effectiveness, effective and efficient service delivery and monitoring progress towards the achievement of the sustainable development goals; (b) supporting development despite conflicts in ESCWA member States; and (c) addressing the negative impacts of occupation in Palestine. ESCWA would implement a range of activities in accordance with ESCWA resolution 316 (XXVIII) on "Support for the Palestinian people". In order to plan and oversee the management of activities undertaken within this project, a post of Economic Affairs Officer at the P-4 level would be funded through extrabudgetary resources. The decrease of $3,738,800 mainly reflects the closure of the project on "providing support to Iraq in the field of capacity-building for Government and other stakeholders, State modernization and civic values".

D. Programme support

Resource requirements (before recosting): $29,748,200

22.126 Programme support comprises the Administrative Services Division, the Programme Planning and Technical Cooperation Section and the Strategy, Evaluation and Partnership Section. The role of Programme support will continue to entail the provision of timely, effective and efficient support to the implementation of the ESCWA programme of work. In the biennium 2016-2017, it is proposed to consolidate both the Office of the Deputy Executive Secretary for Programme Support and the Office of the Deputy Executive Secretary for Programme with the Office of the Executive Secretary, under Executive direction and management.

Outputs

22.127 The Administrative Services Division is headed by a Director and provides the administrative and logistical support for the work of all of ESCWA. The Administrative Services Division, which includes various sections and offices, will be responsible for the following outputs:

(a) Human Resources Management Section: recruitment and placement; provision of staff administration and staff welfare services; training; career development and upgrading of substantive skills; facilitating mobility by promoting career prospects; staff-management relations; participating in the resolution of disputes and conflicts; providing legal advice on staff matters; succession planning; furthering gender issues; and meeting human resources scorecard targets to reduce vacancy rates, shorten recruitment time and improve gender balance, especially at the Professional level;

(b) Budget and Finance Section: provision of guidance, coordination and support services to programme managers in the preparation of programme budget proposals and performance reports; overall control over the utilization of financial resources entrusted to ESCWA; provision of accounting services, including the preparation of annual financial statements; financial disbursements, such as payroll, payments to vendors, and payments to staff with regard to their entitlements; formulation of administrative responses to the recommendations

of various oversight bodies and monitoring follow-up; review and analysis of proposals relating to extrabudgetary funding; review of memorandums of understanding; negotiation, monitoring and implementation of cost-sharing arrangements with various United Nations agencies, funds and programmes; regular update of standard operating procedures; transition to IPSAS; and support for the transition to Umoja, including the required review of the affected business processes;

(c) Information and Communications Technology Section: delivery of information technology and communications services and support to 450 users, including in ESCWA and in other United Nations entities hosted at United Nations House; management of information, communications and technology infrastructure and information security; deployment of new information technology infrastructure; acquisition of and support to information and communications equipment; satellite, radio and Internet Protocol telephony communications support; videoconference services; deployment of and support to iNeed, Inspira and Umoja; management and development of web resources; design, development and maintenance of web-based administrative applications; business intelligence and reporting; and service desk support; administration of business continuity and disaster recovery plan, including protection of the data and network; unification of voice, video and data services to enhance mobility of staff; maintenance of the Project Access Control Technology infrastructure; and overseeing technical aspects of the maintenance of all subsystems of Project Access Control Technology;

(d) General Services Section: administration of the implementation of the headquarters agreement between the United Nations and the host Government; United Nations common premises; facilities management and maintenance; provision of commercial and procurement services; provision of transportation, logistics and travel services; visas; liaison with Government officials of the host country; provision of postal services; maintenance of central registry and archives system; property control; and store and inventory management;

(e) Conference Services Section: provision of conference services to the policymaking organs of ESCWA and other intergovernmental meetings held under its auspices, including the preparation and coordination of official meetings; provision of interpretation, verbatim reporting, translation and editorial services; provision of documentation and publication services; and provision of secretarial and technical support:

(i) In the biennium 2016-2017, it is proposed to redeploy the post and non-post resources related to the United Nations Information Service from executive direction and management to programme support in a new unit under the Conference Services Section, ESCWA Communications and Information Unit;

(ii) ESCWA Communications and Information Unit: briefings/lectures to schools, universities and visitors on the work of the United Nations in general, and ESCWA, in particular; brochures, pamphlets, leaflets, posters and other promotional material on ESCWA activities; electronic daily news in English and Arabic on the ESCWA website; arranging media interviews for the Executive Secretary and other senior officials; organization of press conferences and press briefings for the Executive Secretary and other senior officials as well as for the launching of flagship publications and major events; preparation of press releases in English and Arabic on ESCWA meetings and activities and their dissemination to media throughout the region; provision of media coverage for ESCWA meetings and activities; planning and servicing of selective international days and weeks, such as United Nations Day, International Women's Day and World Environment Day, which involve inviting official representatives from member countries, diplomats accredited to the host country, Arab dignitaries,

representatives of civil society and the media; regular updating of the main page of the ESCWA website; regular updating of the web page of the office of the Executive Secretary and of the online media databases;

(f) Library: provision of library services and information to staff, member States, United Nations libraries and depository libraries, and other clients, including the acquisition of publications and databases; indexing of ESCWA documents on the Official Documents System to make them available to Internet users; and development of library Internet and intranet web pages;

(g) Joint Medical Services Unit: undertake day-to-day clinical duties, including scheduling appointments, attending to walk-in patients, attending to emergencies, administering immunizations to staff members; updating and maintaining medical profiles; providing advice to staff with underlying chronic medical conditions; and providing counselling and appropriate referral to staff/dependants, as required; medical clearance of staff, including from agencies, funds and programmes; and administration of ESCWA business continuity plan.

22.128 The Programme Planning and Technical Cooperation Section, formerly named the Strategic Planning and Monitoring Section, supports the organization's programme of work and the coordination of interdisciplinary issues to achieve coherence between the ESCWA regular programme of work and its growing cooperation programme, as well as to tackle emerging interdisciplinary development challenges by fostering collaboration between divisions.

22.129 The Programme Planning and Technical Cooperation Section will be responsible for the following outputs: support the process of interdivisional programming in the preparation of the programme of work for 2018-2019; and the strategic framework for 2020-2021; coordinate the articulation of normative, analytical and operational outputs; provide policy guidance and support to subprogrammes in the formulation of their respective technical cooperation programmes and projects funded from the regular programme of technical cooperation, the development account and extrabudgetary sources; support the delivery of policy advisory and capacity-building activities to member States upon request, in line with the mandate of ESCWA; service the meetings of the technical cooperation network; undertake strategic monitoring in the preparation of programme performance reports through the application of results-based management and results-based-budgeting principles; implementation of internal and peer-review mechanisms; and act as the secretariat of the Publications Committee and the Projects Committee; ensure coherence with the other regional commissions by actively participating and contributing to the meetings of the Chiefs of Programme Planning.

22.130 The Strategy, Evaluation and Partnership Section, formerly named the Strategic Directions and Partnerships Section, is guided by the goal of focusing programmatic results, increasing effectiveness and enhancing coherence. Working in support of the Deputy Executive Secretary for Programme, the Section supports the articulation and implementation of the long-term strategic vision and the coordination of interdisciplinary initiatives of ESCWA.

22.131 Through the implementation of the ESCWA partnership strategy, the Section: seeks to nurture relationships with partners and other stakeholders, including intergovernmental bodies such as the League of Arab States, United Nations agencies, funds and programmes, think tanks and research institutes, civil society organizations and the private sector; coordinates the Regional Coordination Mechanism and its affiliated thematic working groups in an effort to ensure policy coherence among United Nations agencies at the regional level and to coordinate joint outputs; supports the implementation of the ESCWA resource mobilization strategy by enhancing donor relations and improving the ability of the organization to raise voluntary contributions to complement its regular programme of work; oversees the implementation of the ESCWA evaluation policy in line with the norms and standards of the United Nations Evaluation Group; manages all mandatory and

discretionary self-evaluations and ensures proper follow-up and implementation of approved recommendations; seeks to strengthen and institutionalize the evaluation culture at ESCWA, incorporating recommendations and lessons learned into the planning process.

22.132 The distribution of resources for Programme support is reflected in table 22.25.

Table 22.25 **Resource requirements: programme support**

	Resources (thousands of United States dollars)		*Posts*	
	2014-2015	*2016-2017 (before recosting)*	*2014-2015*	*2016-2017*
Regular budget				
Post	22 456.1	22 072.9	112	111
Non-post	8 151.3	7 675.3	–	–
Total	**30 607.4**	**29 748.2**	**112**	**111**

22.133 The amount of $29,748,200, reflecting a net decrease $859,200, provides for the partial financing of 111 posts (1 D-1, 5 P-5, 14 P-4, 10 P-3, 5 P-2, 1 Field Service, 2 National Professional Officer and 73 Local level) ($22,072,900), and non-post requirements, including general temporary assistance, overtime and night differential, consultants, travel of staff, contractual services, general operating expenses, hospitality, supplies and materials and furniture and equipment ($7,675,300).

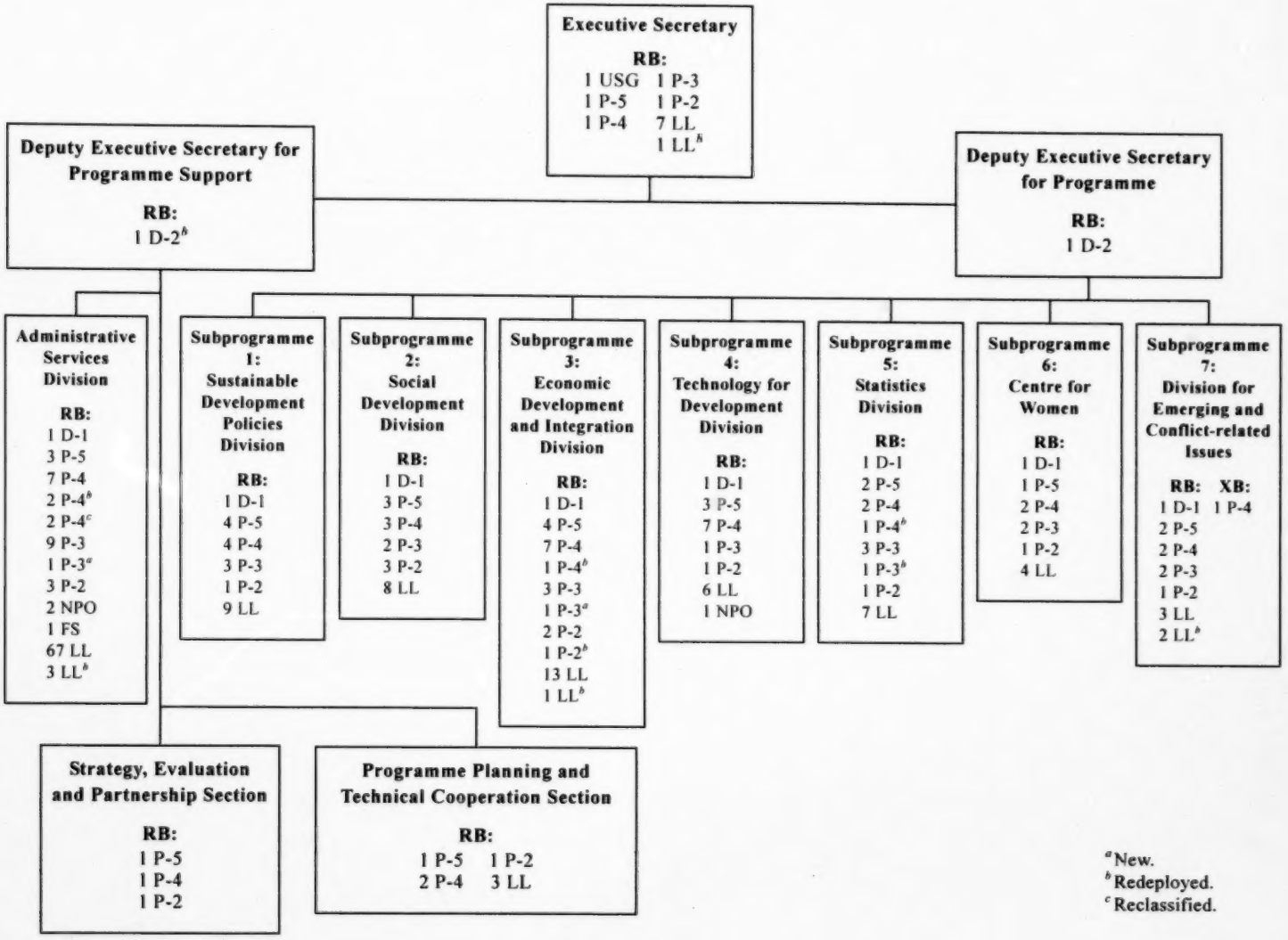
22.134 The net decrease of $383,200 under post reflects: (a) the proposed freeze of recruitment against a number of established posts in the Administrative Services Division ($410,100) in line with General Assembly resolution 69/264; (b) the proposed outward redeployment of the Office of the Deputy Executive Secretary (1 D-2 and 1 Local level) to the Office of the Executive Secretary, and a post at the Local level from the Strategy, Evaluation and Partnership Section to the Division for Emerging and Conflict-related Issues (subprogramme 7) ($805,700); (c) the proposed abolishment of five posts, including one at the P-3 level and one Local level, in the Programme Planning and Technical Cooperation Section, a post of Associate Printing Officer at the P-2 level and a Language Reference Assistant post (Local level) in the Conference Services Section, and a post of Travel Assistant (Local level) in the General Services Section ($935,700), offset in part by: (a) the proposed establishment of two posts, including an Administrative Officer post at the P-3 level in the Office of the Director of Administrative Services Division and a post of Fixed Asset Management Officer at the P-3 level in the General Services Section ($551,600); (b) the proposed upward reclassification of two posts from the P-3 to the P-4 level, one each in the Budget and Finance Section and in the Human Resources Management Section ($110,400); (c) the proposed inward redeployment of two posts (2 Local level) from the United Nations Information Service under executive direction and management and one post at the P-4 level from the Social Development Division (subprogramme 2) to the Conference Services Section, one post at the P-4 level from the Technology for Development Division (subprogramme 4) to the Programme Planning and Technical Cooperation Section, as well as one post (Local level) from the Office of the Executive Secretary to the General Services Section as a result of the proposed organizational realignment ($1,106,300).

22.135 The net decrease of $476,000 under non-post resources reflects mainly: (a) the removal of non-recurrent requirements provided for the project management of blast mitigation measures for the ESCWA headquarters in Beirut (A/68/748) approved by the General Assembly in its resolution 68/247 B ($277,400); (b) the reduction under general temporary assistance, taking into account efficiencies that ESCWA plans to bring about in 2016-2017 ($181,400); and (c) the reduction under travel of staff that takes into account the anticipated impact of the approved standards of

accommodation for air travel and further efficiencies that ESCWA plans to bring about in 2016-2017 ($17,200).

Annex I

Organizational structure and post distribution for the biennium 2016-2017



[a] New.
[b] Redeployed.
[c] Reclassified.

Annex II

Summary of follow-up action taken to implement relevant recommendations of the oversight bodies

Brief description of the recommendation	*Action taken to implement the recommendation*
Advisory Committee on Administrative and Budgetary Questions (A/68/7)	
As a matter of overall policy, the Committee recalls its view that the continuing requirement for posts that have been vacant for two years or longer should be reviewed and justifications provided for their retention in the proposed programme budget. Otherwise, they should be proposed for abolishment (para. 107).	As of 31 March 2015, no posts at ESCWA have been vacant for two years or longer.
The Advisory Committee expects the vacant posts at ESCWA to be filled expeditiously (para. V.92).	Average number of days for recruitment at ESCWA has dropped from 95 in 2013 to 59 in 2014.
The Advisory Committee recommends that the Secretary-General continue to ensure complementarity between the respective activities of ESCWA and the United Nations Entity for Gender Equality and the Empowerment of Women (UN-Women) (para. V.98).	ESCWA leads United Nations entities in the implementation of United Nations system-wide policy on gender equality and the empowerment of women at the regional level. The ESCWA Centre for Women (subprogramme 6) works with member States on the formulation of regional and national policies on the basis of United Nations instruments. By virtue of its close relations with member States and its governance structure composed of all member States, the ESCWA Centre for Women brings regional and national perspectives into the work of UN-Women and the United Nations Secretariat. In this context, the Centre works closely with the Regional Office of UN-Women to complement the latter's programmatic initiatives with policy oriented normative and technical work, building capacities of member States and disseminate evidence-based knowledge.
The Advisory Committee welcomes the efforts made by ESCWA to automate its reporting requirements and recommends that it be requested to share the iDashboard tool and lessons learned with other regional commissions as well as other Secretariat departments/offices (para. V.100).	Since the last time ESCWA presented the iDashboard at the Managers' Forum of April 2013, chaired by the Under-Secretary-General for Management and attended by the heads of administration throughout the Secretariat via videoconference, there has been no specific request by any departments/offices to assist with the implementation of a similar iDashboard.

Brief description of the recommendation	*Action taken to implement the recommendation*
Advisory Committee on Administrative and Budgetary Questions (A/68/808)	
The Advisory Committee recommends that the General Assembly encourage the Secretary-General to intensify his engagement with the host country in order to find a lasting solution to the issue of a new permanent location for the Commission's headquarters (para. 9).	Although there is a strong commitment from the host country to find a solution to the issue of a new permanent location for the Commission's headquarters, the political situation in Lebanon has not allowed for a successful resolution of this issue.
The Advisory Committee recommends that the General Assembly request the Secretary-General to make every effort to shorten the project timeline without compromising the quality of the construction work and the safety of staff (para. 13).	The project on the blast mitigation is projected to be completed on time, by the end of 2015.
The Advisory Committee expects to receive detailed reporting on the implementation of this project in the context of the relevant performance reports (para. 26).	The first detailed project implementation report is planned to be issued in 2015.

Annex III

Outputs produced in the biennium 2014-2015 not to be delivered in the biennium 2016-2017

A/68/6 (Sect. 22), paragraph	*Output*	*Quantity*	*Reason for discontinuation*
Executive direction and management			
22.55 (b) (i)	Arab Development Journal	4	Error — This output was inadvertently categorized as a recurrent publication in 2014-2015
22.55 (b) (ii)	Briefings/lectures to schools, universities and visitors on the work of the United Nations in general, and ESCWA, in particular	2	Moved to the Administrative Services Division under the Programme support component in accordance with the proposed organizational realignment
22.55 (b) (iii)	Brochures, pamphlets, leaflets, posters and other promotional material on ESCWA activities	2	Moved to the Administrative Services Division under the Programme support component in accordance with the proposed organizational realignment
22.55 (b) (iii)	Electronic Daily News in English and Arabic on the ESCWA website	2	Moved to the Administrative Services Division under the Programme support component owing to proposed organizational realignment
22.55 (b) (iv)	Arranging media interviews for the Executive Secretary and other senior officials	2	Moved to the Administrative Services Division under the Programme support component in accordance with the proposed organizational realignment
22.55 (b) (iv)	Organization of press conferences and press briefings for the Executive Secretary and other senior officials as well as for the launching of flagship publications and major events	2	Moved to the Administrative Services Division under the Programme support component in accordance with the proposed organizational realignment
22.55 (b) (iv)	Preparation of press releases in English and Arabic on ESCWA meetings and activities and their dissemination to media throughout the region	2	Moved to the Administrative Services Division under the Programme support component in accordance with the proposed organizational realignment
22.55 (b) (iv)	Provision of media coverage for ESCWA meetings and activities	2	Moved to the Administrative Services Division under the Programme support component in accordance with the proposed organizational realignment
22.55 (b) (v)	Planning and servicing of selective international days and weeks such as United Nations Day, International Women's Day and World Environment Day, which involve inviting official representatives from member countries, diplomats accredited to the host country, Arab dignitaries, representatives of civil society, and the media	1	Moved to the Administrative Services Division under the Programme support component in accordance with the proposed organizational realignment

A/68/6 (Sect. 22), paragraph	*Output*	*Quantity*	*Reason for discontinuation*
22.55 (b) (vi)	Regular updating of the main page of the ESCWA website	2	Moved to the Administrative Services Division under the Programme support component in accordance with the proposed organizational realignment
22.55 (b) (vi)	Regular updating of the web page of the Office of the Executive Secretary and of the online media databases	2	Moved to the Administrative Services Division under the Programme support component in accordance with the proposed organizational realignment
	Subtotal	**23**	
Subprogramme 1 — Integrated management of natural resources for sustainable development			
22.61 (b) (iii)	Renewable energy technologies for the ESCWA region	1	Streamlined — addressed as cross-sectoral by streamlining with the work that will be undertaken on several sustainable development issues
22.61 (b) (v)	UN-Water task force on country coordination	1	Streamlined — consolidated under "United Nations Coordination Bodies on Energy, Water and Environment" under (b) (iii), servicing of inter-agency meetings in subprogramme 1
22.61 (b) (v)	UN-Water inter-agency coordination for the preparation of the World Water Development Report, and joint initiatives pursued through the thematic priority areas on "Water and Climate Change" and "Transboundary Waters"	1	Streamlined — consolidated under "United Nations Coordination Bodies on Energy, Water and Environment" under (b) (iii), servicing of inter-agency meetings in subprogramme 1
22.61 (b) (v)	United Nations Coordination Bodies on Energy	2	Streamlined — consolidated under "United Nations Coordination Bodies on Energy, Water and Environment" under (b) (iii), servicing of inter-agency meetings in subprogramme 1
22.61 (c)	Establishing a regional mechanism for improved monitoring and reporting on access to water supply and sanitation services in the Arab region: the Millennium Development Goals Plus Initiative	1	Completed
	Subtotal	**6**	
Subprogramme 2 — Social development			
22.68 (b) (v)	E-discussions on the outline of *Social Policy Report VI*	1	Moved under the "ad hoc expert groups" category as "policy dialogue and launching of *Social Development Report No. 2*"
	Subtotal	**1**	

A/68/6 (Sect. 22), paragraph	*Output*	*Quantity*	*Reason for discontinuation*
Subprogramme 3 — Economic development and integration			
22.75 (a) (iv)	Report on the National Transport and Trade Facilitation Committees in the Arab Region	1	Completed
22.75 (a) (v)	Implementation of the policy recommendations of the Survey of Economic and Social Developments in the Arab Region	1	Completed
22.75 (a) (v)	Redesigning the Survey of Economic and Social Developments in the Arab Region 2013-2014	1	Completed
22.75 (b) (i)	Development Finance in the Arab Region	1	Streamlined — addressed as cross-sectoral issue in all relevant publications
22.75 (b) (iii)	Working paper on innovative and viable macroeconomic governance policies for inclusive development in the Arab region	1	Completed
22.75 (c) (iii)	Strengthening capacities in the ESCWA region to negotiate bilateral investment treaties	1	Completed
	Subtotal	**6**	
Subprogramme 4 — Technology for development and regional integration			
22.82 (a) (i)	Report on the progress achieved in implementing the Tunis Agenda for the Information Society	1	Obsolete — WSIS+10 implemented the WSIS outcomes in 2015.
22.82 (a) (ii)	Seventh meeting of the Consultative Committee on Scientific and Technological Development and Technological Innovation	1	Discontinued — the Committee on Technology for Development replaced the Consultative Committee on Scientific and Technological Development and Technological Innovation (ESCWA resolution 315 (XXVIII))
22.82 (b) (i)	Regional Profile of the Information Society in Western Asia, 2015	1	Obsolete — WSIS+10 implemented the WSIS outcomes in 2015.
22.82 (b) (i)	Review of Information and Communications Technologies and Development, issues 21 and 22	2	Discontinued — the focus of the subprogramme changed from "Information and communications technology for regional integration" to "Technology for development and regional integration" (ESCWA resolution 315 (XXVIII))
22.82 (b) (iii)	Brochure on information and communications technologies and development	1	Discontinued — the focus of the subprogramme changed from "Information and communications technology for regional integration" to "Technology for development and regional integration" (ESCWA resolution 315 (XXVIII))

A/68/6 (Sect. 22), paragraph	Output	Quantity	Reason for discontinuation
22.82 (c)	Field projects on: ICT essentials for Government leaders in the Arab region	1	Completed
22.82 (c)	Support to the ESCWA Technology Centre	1	Completed
	Subtotal	**8**	
Subprogramme 5 — Statistics for evidence-based policymaking			
22.89 (b) (i)	*Statistical Abstract of the Arab Region*	1	Streamlined — This publication will be streamlined with other recurrent publications under (b) (i)
22.89 (b) (i)	e-Bulletin on gender in figures in the Arab region	1	Streamlined — This publication will be streamlined with other recurrent publications under (b) (i)
22.89 (c) (ii)	*International Comparison Programme*	1	Completed
22.89 (c) (ii)	Promoting the use of statistical information in support of progress towards internationally agreed development goals in the Arab region	1	Completed
22.89 (c) (ii)	Strengthening the statistical capacity of member countries of ESCWA in energy statistics and energy balance	1	Completed
22.89 (d)	Evaluations: discretionary self-assessment of subprogramme 5	1	Completed
	Subtotal	**6**	
Subprogramme 6 — Advancement of women			
22.96 (a) (ii)	Report on progress achieved in implementing the Beijing Declaration and Platform for Action in the Arab region	1	Completed
22.96 (c) (i)	Gender mainstreaming and follow-up to implementation of the Beijing Platform for Action and international conventions and resolutions on gender equality and the empowerment of women	1	Output to be implemented under Regular Programme for Technical Cooperation (Section 23 of the Proposed Programme Budget for the biennium 2016-2017)
	Subtotal	**2**	
Subprogramme 7 — Conflict mitigation and development			
22.103 (a) (ii)	Substantive servicing of the first session of a committee on emerging issues and development in conflict settings	1	During the 28th Commission session, the member Countries "agreed that it was not necessary to establish an intergovernmental committee on emerging issues and development under crisis given that the work carried out on the issue by ESCWA subprogramme 7 was currently sufficient" (para. 96, E/2014/41-E/ESCWA/28/9/Report)

A/68/6 (Sect. 22), paragraph	*Output*	*Quantity*	*Reason for discontinuation*
22.103 (a) (ii)	Report on the Intergovernmental Committee on Emerging Issues and Development	1	During the twenty-eighth session of the Commission, the member countries "agreed that it was not necessary to establish an intergovernmental committee on emerging issues and development under crisis given that the work carried out on the issue by ESCWA subprogramme 7 was currently sufficient" (para. 96 E/2014/41-E/ESCWA/28/9/Report)
	Subtotal	**2**	
	Total	**54**	